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ABSTRACT

In order to provide a base for national information planning and the restructuring of existing training institutions, a detailed study was conducted of manpower needs--at professional, paraprofessional, and technician levels--for information systems and services in the Caribbean region. A paper setting out the basic principles underlying manpower forecasting formed the basis for a forecasting model. In 1981 surveys of local contacts in Caribbean countries and regional training institutions were conducted to collect basic information about each country, the existing stock of individuals and jobs, the flows which might increase or decrease these, and the national or regional training institutions. There was a relatively poor response rate to the surveys. When the data collected were applied to the forecasting model, results showed that the Caribbean region faces a major problem in the supply of trained information services manpower. However, the forecasting model and data collection system were found to work well. The report begins with a brief summary of the work carried out, the conclusions reached, and the recommendations made. This is followed by sections giving fuller details on the manpower forecasting model, the data collection system, and the results and recommendations of the study. Sample survey instruments are provided. (ESR)

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PGI-82/WS/15
PARIS, 30 November 1982

SURVEY OF LIBRARY AND INFORMATION MANPOWER NEEDS IN THE CARIBBEAN

(Preliminary Version)

by

Nick Moore

General Information Programme and UNISIST

United Nations Educational,
Scientific and Cultural Organization

IR050278

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None of the work which is discussed in this report would have been possible without the willing cooperation of the local contacts in each of the participating countries and in the training institutions. My very grateful thanks go to them all. I hope they feel that their efforts have been justified by the results. I also owe a debt to Yves Courrier and Ursula Albertus of Unesco who provided much help advice and encouragement. I thank them, as I do Elaine Kempson for keeping me going.

Nick Moore, June 1982

INTRODUCTION

The origins of the survey

The origins of this survey lie in the twentieth session of the Unesco General Conference. This Conference gave the Director-General the mandate to establish a pilot project for the co-ordinated development of national information systems in the Caribbean Region.

To develop the pilot project, a Consultation was held in Kingston, Jamaica in May 1980 to seek and consider advice on:

- the priorities for national information development, with particular reference to the needs of the less developed countries;
- the structure and contents of the activities to be implemented by the pilot project in response to these priorities; and
- modalities of implementation.

During the Consultation a number of problem areas were identified. One of these was concerned with the human resources for developing library, information and archive services in the Region. In recognition of this, a project was included in the first phase of the action plan produced at the Consultation. The precise terms of reference for the project were as follows:

- Initial information manpower survey. The development of information systems and services in the Caribbean Region requires a detailed study of the manpower needs at the professional, para-professional and technician levels in the various disciplines that will be collaborating. The study will provide the base for national information planning as well as for determining the restructuring of the existing regional and national training institutions for meeting these needs. *

In accordance with this, Unesco approached Nick Moore, a consultant with experience of undertaking similar projects in the United Kingdom. After some initial discussions a contract was awarded with the following terms of reference:

- The Contractor shall, in the context of the Unesco pilot project for the co-ordinated development of information infrastructures in the Caribbean, prepare the instruments for data gathering and interpretation which will be used to carry out an information manpower survey in the Caribbean Region. This work shall include:

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* Consultation on the co-ordinated development of national information systems in the Caribbean Region. Final Report and recommendations. Paris, Unesco PGI-80/WS/20 July 1980 Page 19.

. - preparation of draft guidelines for data gathering for the information manpower survey. These guidelines will be used by information experts in the Region...

. - preparation of the final guidelines, taking into account the suggestions of Unesco, and sending them to information experts in the Region with an accompanying letter...

. - preparation of a manpower forecasting model which will be used to interpret the data obtained by the information experts in the Region on the basis of the guidelines...

. - Testing of the model with available data as of 30 June 1981 (later amended to 31 December 1981) in order to provide a preliminary forecast of short-term library and information manpower needs.

. - preparation of a final report which will describe the methods and the results obtained after testing the model, as well as giving detailed proposals and a timetable for further work needed to complete the survey and forecast.

The work has been completed as required under the terms of the contract, and this report represents the final report referred to above.

The report begins with a brief summary of the work carried out, the conclusions reached and the recommendations made. This is followed by sections giving fuller detail on the manpower forecasting model; the data collection system; the results of the survey; and the recommendations for future action.

It should be emphasized that this document should be considered as a preliminary one only.

As it is explained later in the text, the data are not complete: much information is still missing to interpret some of the results and the survey is only the first one in a series - and it is only with a series that it is possible to assess the reliability of the data obtained and to start thinking in terms of projections. Despite these shortcomings, it was decided to make the results of the survey available on the one hand because the data available reveal hard facts which are worth considering and, on the other, in order to encourage in later surveys the participation of the countries which were not in a position to contribute to this one.

All comments on this study are welcome and should be sent to:

Yves Courrier,
Section for the Development of
Information Infrastructures
General Information Programme
Unesco
Paris - France

SUMMARY

Draft manpower planning model

The project began with the preparation of a paper setting out the basic principles underlying manpower forecasting. This paper is attached as Appendix 1. The model is developed on the basis of stocks and flows. On the supply side the stock of manpower is increased by the flow of new entrants to the system. Most of these will be products of the training institutions although some may come from overseas and others may be returning to work after a period of unemployment. The stock of available manpower is at the same time reduced by wastage as individuals leave for alternative jobs in information work elsewhere, or leave information work altogether.

Similarly the demand for manpower can be thought of as a stock of posts, some of which maybe vacant, which is increased as existing services expand or as new services are set up, and which can be decreased by reductions in the scale of operations or by closure of existing units.

The manpower forecasting model is simply an attempt to identify and isolate these various stocks and flows, measure them and, using the information gained, to predict what the future situation will be within a given time period.

Forecasting models can become extremely complex as further attempts are made to take account of different variables. Such complexity is only possible when reliable basic data exist. In cases such as this, where the statistical information which lies at the heart of the model is being collected for the first time, it was recognised that it would be necessary to begin with a simple model and only if that proved successful, to move on to greater sophistication.

The model described in Appendix 1 formed the basis for the model used to analyse the results of the data collection exercise. in the event it proved necessary to simplify the model still further. This was necessary because it would have been unrealistic to expect some of the data required to be readily available, for example information on the nature of the wastage from the existing stock would have been useful, but it would have been necessary to collect this as a special exercise over a period of probably three to six months. In other instances it would be necessary to have the information available for a number of years in order to prepare a trend, and again the collection of such historical data was beyond the scope of this survey.

The ways in which the model was simplified and applied are described in detail in the section of the report on the forecasting model (pages 7 to 11). It is possible to conclude that the model operated effectively within the constraints of the information available. It produced some interesting results and focussed on a number of future problem areas. Because of the need to simplify matters, and the need to make some arbitrary assumptions, the results should, however, be treated with some caution. They are only indicative of likely trends, and should not be seen as providing absolute answers.

The data collection system

The design of the data collection system was complicated by a number of factors. The prinicpal one was the fact that the data to be collected would be held in widely varying forms in different countries. In many countries the data would not exist at all and it would be necessary to make special efforts to collect it.

It was also recognised that the collection and compilation would be carried out by individuals who already shouldered a considerable burden and who seldom had the resources available to collect more than the basic minimum of information.

Finally the data collection system had to be sufficiently flexible to cater for the widely differing sizes and stages of development of countries in the Region.

In the end two different data collection instruments were developed. One was intended to collect basic information about each country, information on the existing stock of individuals and jobs, and the flows which might increase or decrease these. These instruments made up the country survey, and they are attached as Appendix 2.

The second set of instruments were designed to collect basic information on the training institutions. These were sent to the three institutions in the Region and are attached as Appendix 3.

The survey instruments were sent to local contacts nominated by Unesco. A list of their names and addresses appears as Appendix 4.

The instruments were distributed in the Autumn of 1981 asking for information about the situation at 31 December 1981. Replies were received during the early part of 1982 and attempts were made to improve on a relatively poor response rate. At the time of writing, replies have been received from:

Belize
British Virgin Islands
Dominica
Dominican Republic
Grenada
Guyana
Haiti
Jamaica
Montserrat
St Lucia
Trinidad and Tobago

Only a partial response - covering academic libraries - was received from Trinidad and Tobago. This was because the shortage of staff is so severe that resources were simply not available to collect and process the information. This point is examined in more detail in the section on the survey instruments (pages 12 to 17).

A full response was received from the training institutions in Cuba and Jamaica, although nothing as yet has been received from The Dominican Republic.

A number of comments on the data collection instruments were received and these are discussed in greater detail in the relevant section. Broadly the instruments seem to have been reasonably successful, although the low response rate gives some cause for concern.

The Results

The data collected in the two surveys were applied to the model. This produced the results which are contained in the statistical appendix, Appendix 5.

It should be repeated that the results are no more than indicative of trends and possible problem areas. They are not based on full information from the Region and need to be interpretted in the light of local circumstances. Many things which may seem significant when looking at statistics out of context can often be explained by local situations or other factors.

A detailed discussion of the results appears in the section on Results (pages 17 to 20). In summary it is possible to say that the Region faces a major problem of the supply of trained manpower. Wastage and turnover rates, particularly among the para-professionals and the clerical staff give cause for concern. The most significant conclusion to be drawn from the results is that the output from the training institutions is well below that needed to satisfy the recruitment and training need in the short-term.

The other results of the exercise concern the forecasting model, the data collection system and the desirability of using these as the basis for further work.

The forecasting model worked well. Within the limitations under which it was applied, it produced useful results. Furthermore, it is clear that the model is capable of increased sophistication as the data collection system becomes better established and more sophisticated. The accuracy of the results available from the model will also improve with time as historical data becomes available, thus making it possible to compile trends.

The data collection system seemed to operate well, although the non-respondents should be approached to establish whether a deficiency in the survey instruments led to a non-response. The data collection system used for the training institution requires clearer definitions. In view of the small number of training institutions, it should be possible for them to collaborate in the production of compatible statistics which can be used for the forecasting exercise.

Finally, the present exercise would appear to provide a sound basis for a continuing forecasting effort. The section on future action (pages 21 to 22) sets out a timetable and some suggestions about how this might be done. The most significant point to note is the recommendation that further work should be carried out within the Region. Effective manpower forecasting and planning requires the willing participation of all the various organisations and bodies concerned. Such participation is more likely when the exercise is an integral part of the planning effort within the Region. The use of overseas experts has its place in the development of techniques, but the successful operation of a continuing system calls for the development and use of local expertise.

THE MANPOWER FORECASTING MODEL

Basic principles and reasoning

The model was formulated in accordance with the principles and reasoning set out in Appendix 1. It is a commonly used model which was originally applied to library and information work by the British Department of Education and Science in the early 1970s*. Since then it has been modified and developed and in 1977 was applied by the Library Association of Great Britain to review the supply of and the demand for qualified manpower**.

The basic model was re-formulated to take account of the consultant's initial conceptions of the requirements of the Region, and this reformulation was checked with a number of authorities, notably the Institute of Manpower Studies at Sussex University, to whom grateful acknowledgement is given.

The model is founded on a simple view of manpower which holds that supply and demand are both stocks which are varied by flows operating upon them.

In the case of the supply of manpower, the stock is the number of staff employed at any given time. This is known as the 'active supply'. There is also a 'latent supply' which is made up of all the qualified staff who are not actually employed at any given time.

This stock, or active supply, is increased by two principal flows. The first of these is the flow of newly trained workers which form the output of the training institutions. The second flow is made up of re-entrants to the active supply. These are the qualified workers who for one reason or another have not been employed in library and information work for a while. In the context of the Caribbean Region it is necessary to think of a third flow, not originally identified in the initial formulation of the forecasting model, and this is the flow of qualified staff from overseas. This flow could be significant if it were decided to correct an imbalance in the supply by attracting qualified staff from overseas.

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* Broome, EM Library manpower planning, Aslib Proceedings 25 (11) November 1973, 400-414

** Report of the commission on the supply of and demand for qualified librarians Library Association 1977

The supply is reduced by similar flows. These can be divided into two, wastage and absolute loss. Wastage is made up of a number of sub-flows - movement to other jobs within the country's library and information system; movement out of the country; movement out of the Region; and movement out of library, information and archive work altogether. It is important to recognise that any of these forms of wastage can be temporary, and that re-entry is always possible. In contrast, re-entry is not possible from the flow known as absolute loss, as we are here concerned with individuals who retire at the end of their carreers or who die while in post.

The stock which represents demand in the model is simply the number of posts, both occupied and vacant, for staff in the system. The stock is increased as a result of a growth in the size of existing units or as a result of the formation of new units. It is decreased in the same way, the decreases being the result of either external influences, such as economic recession, or through re-deployment or the improved efficiency of the system.

These stocks and flows, and the relationships between them are set out in the model. By applying appropriate data to the model it is possible to see how the manpower system is operating at any one time. By making certain assumptions about the future performance of the various stocks and flows, it is possible to make predictions.

Application of the model

It was recognised from the outset that simplicity was required in the application of a manpower forecasting model to the situation in the Caribbean. The main reason for this was that resources were limited and that the first time the exercise was operated would be a difficult time for all concerned. There were likely to be problems with definitions, non-availability of information, and an understandable reluctance to commit scarce resources to an exercise which was to produce uncertain results. The decision was therefore taken to keep things simple, but to start from a base which would allow increased sophistication at a later date.

In the event the model was simplified by treating the flows operating on supply as a single flow - wastage - and by treating the flows operating on demand, again as a single flow - growth. This has various implications for the interpretation of the results and for future applications of the model.

Beginning with wastage. Information was collected on the various movements which together make up wastage - movement within the library and information system of the country; movement within the system in the Region; movement outside the Region; and movement to jobs outside the library and information system altogether. In calculating the overall wastage these different movements were aggregated. The full information is contained in Table2 in the Statistical Appendix. When applying the data certain principles were followed which should be noted here. When calculating the wastage within each individual country the following movements were included in the overall wastage figure - changed jobs within the Caribbean; moved outside the Caribbean; and left library and information work. However, when calculating the wastage for the Region as a whole, only the two movements - moved outside the Caribbean and left library and information work were used. This explains any small disparity in the figures.

No attempt was made to look at the different wastage rates and at the ways in which these compare from country to country. In many cases anyway the numbers concerned are so small as to make meaningful comparison very difficult.

A decision was taken to ignore any absolute loss. This is likely to be very small and it was thought that most respondents would include it in the ' left library and information work category. In future it would be desirable to collect information on the age structure of the system, and if this is done it will be easy to see whether absolute loss is likely to be significant.

No attempt was made to calculate wastage rates for male and female staff. This would have required a data collection system which was twice as complicated and considerably more difficult to complete. It is, however, possible that the wastage rate for one sex will be different from that of the other,and this can be important when looking at the likely working lives of new entrants to the system. Again it is something which can be taken on board at a later date, perhaps by carrying out a small-scale sample survey.

Perhaps more critical is the fact that the model ignores re-entry to the library, information and archives labour-force. Not all wastage is permanent, and many staff who leave the system may try to return at a later date. It is very difficult to measure this phenomenon and for the sake of simplicity a question was omitted from the survey. In future, however, serious consideration should be given to conducting a sample survey to establish the re-entry rate. This is particularly significant in the Caribbean where there is a marked under-supply of staff and a high turnover rate in certain areas - if it is possible to increase the re-entry rate then the supply can be increased at relatively little cost.

The flows operating on demand were also aggregated and treated as a simple flow of growth. It did not seem realistic to ask for more detailed information as it would inevitably have been speculative.

At an early stage in the project it was suggested that the estimates of future growth should be considered in the light of available information about socio-economic developments. This was resisted, again on the grounds of simplicity, as the estimates of future socio-economic change are themselves so subject to amendment in the light of events, and that anyway, no basis existed for the establishment of causal relationships between economic growth and growth in the size of the library, information and archives system.

Instead of using socio-economic forecasts, it was decided to use the growth projections produced by the local experts, and to subject these to consideration and discussion when the results of the survey were available.

The need for assumptions

In a long-term, continuing forecasting exercise an attempt would be made to establish with some accuracy the nature and size of the critical flows of wastage and growth. In particular, attempts would be made to build up historical data which would allow the calculation of wastage rates and growth rates. In other words, rather than simply measuring the growth and wastage in any one year, the forecaster would ask the question "What proportion of the stock is likely to be lost through wastage in each year?" and "Is this proportion constant, or is it changing?". The same questions would apply to the growth rate. In this way it is possible to take full account of a dynamic, changing situation.

With this survey it was simply not possible to ask such questions as the information does not exist. As the survey is repeated, possibly every two years, a picture will build up, and it will be possible to identify a trend which can be used with greater reliability. In order to produce forecasts without using such trends, it was necessary to make certain assumptions. These are discussed in some detail as they should be borne in mind when looking at the results of the survey.

The first assumption is that "All wastage that occurred was recorded on the survey forms". This may seem an unnecessary assumption - if the forms asked for information on wastage then it is not unreasonable to expect that it will be provided. However the information required is unlikley to be readily available, and it would therefore have been necessary to collect the information expressly for this survey, or to have made estimates. It is likely that a certain amount of wastage went unrecorded. In a number of cases, particularly when dealing with para-professional and clerical staff, there seemed to be remarkably little wastage from a large group of staff. However this was balanced by some instances where a high level of wastage was recorded from small groups of staff. However, for the sake of producing results, it was simply assumed that all the wastage that took place was recorded. The implication of this is that any under-estimate of wastage will have the effect of artificially reducing the size of the final recruitment and training need, and in view of this the recruitment and training need figures should be regarded as an under-estimate.

The second assumption is that "Wastage in 1982 will be equal to wastage in 1981". Clearly, for each group of staff this is unlikely to be the case. However it was necessary to get some indication of wastage in 1982, and the only basis for this was the information on wastage in 1981. In the normal course of events an attempt would be made to establish a trend, but for reasons already discussed this was not possible. Hence the assumption.

For the same reason the third assumption was made that "Wastage in the period 1982-1986 will be five times as great as wastage in 1981". Both of these assumptions produce rather odd effects in the case of individual groups of staff. However it is likely that the distortions created will offset one another, and that the totals for each country will be reasonably accurate. Over the Region as a whole the distortions will cancel each other out to an even greater extent. Thus the total forecasts for each country are more reliable than the forecasts for individual sectors, and the forecasts for the Region as a whole will be more reliable than the forecasts for individual countries.

Within these limitations the application of the model did produce useful results which can be used as a preliminary input to the planning process. These results are set out in Tables 4 and 5 in the Statistical Appendix. It is recommended that, rather than simply applying the results, they should form the basis for discussion and consideration within the Region. This point is developed at greater length in the section on results (pages 17 to 20).

Finally, it can be concluded that the model provides a suitable basis for development in future years. It is recommended that it be operated in its simplified form once more, probably in December 1983, after which consideration can be given to increasing its sophistication. See the section on future action, (pages 21 to22).

THE DATA COLLECTION SYSTEM

The design

The design of the data collection system was conditioned by a number of constraints. The main constraint was that the information to be collected was likely to be held in widely varying forms in different countries. In some countries it was recognised that the information would not exist in a prepared format, and that in these cases special efforts would have to be made to collect the data. In view of this the definitions and notes which accompanying the survey forms needed to be precise and unambiguous, so as to ensure a high degree of consistency and compatibility in the data collected. The nature of the information also had to be as straightforward as possible, so as to reduce the level of complexity which might otherwise occur.

It was also recognised that the resources available for the collection and processing of the data would be scarce. In most cases the work would be done by individuals who were themselves under considerable pressure and who would be undertaking the data collection as an addition to their normal duties. The amount of information to be collected had, therefore, to be kept to a minimum. Further, the system had to be sufficiently flexible to allow the local contacts to collect easily the additional information required.

Flexibility was also required to take account of the wide variations in the size of the participating countries and in the state of development of their library and information systems.

Working within these constraints, two data collection systems were designed. The main one was intended to collect information from each country participating in the survey. This became known as the country survey. The second survey collected information from the training institutions in the Region.

The country survey

All the forms, notes definitions and associated letters used for this survey are included as Appendix 2.

The survey was designed to collect information on the following topics:

- The number of administratively separate library, information and archive units in the country. This was to include any Regional agencies based in the country.

- The number of staff receiving training within the Region and overseas.

Information was also collected, sub-divided into the various sectors of the library and information system - public libraries, academic libraries, school libraries, special libraries and information units, national libraries and archive units. The information collected in the way was as follows:

- The number of staff employed at the 31 December 1981
  - This was sub-divided into professional, para-professional and clerical.
    - The information was further sub-divided into full-time and part-time staff.

- The number of posts vacant at 31 December 1981, similarly sub-divided

- The movement of staff.
  - This was divided into two categories, those who remained working at librarianship, information or achive work; and those who left the system altogether.
    - The first category was sub-divided into those who changed jobs within the country concerned, those who changed within the Region, and those who moved out of the Region.

- Finally, the form asked for information on the expected growth in the number of posts during the next 12 months and during the next 5 years.

The forms themselves were designed so that they could be completed by the local expert where the information was readily available. Where information was not to hand, the forms could be photocopied and distributed by the local expert to the individual units for completion, with the local expert collating the results and returning a summary sheet.

A question was asked about the number of individual administrative units. The results of this give an indication of the scale of the task if in future it is decided to approach each unit separately rather than working through a local contact for each country.

A draft set of forms, notes and associated papers were produced and commented on by a number of people. As a result of the comments received a final set was produced and distributed in the Autumn of 1981. Originally it had been hoped that the end of June 1981 could have been used as the survey point, but unavoidable delays prevented this and 31 December 1981 was chosen.

The completed survey forms were returned during the early part of 1982, and attempts were made to improve an initially low response rate. In the case of one country - Trinidad and Tobago - the local contact was under such severe pressure, ironically caused by a shortage of staff - that it proved impossible to submit a fully completed return. Some steps were taken to resolve the issue, and grateful thanks are due to Ursula Albertus who tried to help overcome the problem. In the event, however, it was only possible to collect information about the academic library sector.

At the time of writing, completed returns have been received from:

Belize
British Virgin Islands
Dominica
Dominican Republic
Grenada
Guyana
Haiti
Jamaica
Montserrat
St Lucia
Trinidad and Tobago.

Where the forms were returned they appear to have been completed without undue problems. It proved to be easy to extract the information from the forms and to process it in the forecasting model. A number of lessons can, however be noted for use in future surveys.

First the question on staff undergoing training or studying for a formal qualification, did not really produce useable data. It was recognised that in only a few countries would the local expert have access to information about the number of staff studying in this way, and that even then such figures would be likely to be an underestimate of the true situation. The purpose of the question was to obtain information about the number of individuals studying librarianship, information work or archive work overseas. This information is still required, but alternative methods of obtaining it will have to be explored.

It is doubtful whether it is worth going to the trouble of dividing the statistics into full-time and part-time staff. Each post will, after all require an individual to fill it, whether part-time or full-time, and as it is unlikley that one individual will hold two part-time jobs, it probably represents a sophistication which could be dispensed with at little cost.

In any future survey, the accommpanying notes should make it clear that the different sectors - public libraries, academic libraries, etc. - are mutually exclusive categories. In some countries the public library functions as the national library, and in one instance the staff employed in the public library appeared under that heading and also seemed to appear in the section on national libraries.

Another easily corrected deficiency concerns the predictions of future growth. Here it needs to be made clear whether or not the figure for growth in the following five years (ie. 1982-86) includes the figure for growth in 1982. It would appear that interpretations of this differed.

The return from Jamaica pointed out that the form should include a category for technical staff, as these can be important, particularly in archive units, and in the past problems have been experienced with their recruitment and retention.

Jamaica also pointed out that academic libraries need to be defined more clearly so as to include or specifically exclude, the libraries in tertiary institutions.

Finally, the question asking for information on the number of staff who have left the library and information system should make it clear that the figure should include staff who die or retire at the end of their careers. Alternatively, a separate question could be included for this category.

These were, however, relatively minor points, and on the whole the country survey appeared to operate quite smoothly. It would, however, be useful to hear the opinions of those who had to complete the forms.

The point which does give cause for concern is the relatively low response rate. There may be a number of reasons for this. One possibility is that the survey forms themselves discouraged the local experts from completing them, or it could simply be that the information asked for was unavailable in that format, and that an alternative format would have been more appropriate. If possible a number of non-respondents should be approached for their comments on this point.

The training institutions survey

The survey forms, notes and associated papers for this survey are attached as Appendix 3.

The survey was designed to provide information about the number of newly-trained staff produced by the training institutions within the Region. Data were sought on the number and type of courses offered, and on the past, current and future output from the courses.

The survey forms and papers were submitted for comment in the same way as the country survey, and the forms were amended in the light of the suggestions received.

The survey did not have the success expected. The main problem arose over terminology. The forms asked for infomation about each course offered by the institution. In this sense the word "course" was being used to mean a complete programme of study leading to a qualification. The form was thus asking for information about the postgraduate "course" or the undergraduate "course". Unfortunately, the Department of Librarianship at the University of the West Indies in Jamaica, interpretted the word "course", quite understandably, to mean a course which together with other courses lead up to a qualification. The information was given in this way, and as a result it is not possible to aggregate the information as had been hoped. The fault lies in the lack of a clear definition in the accompanying notes, and apologies are respectfully sent to the staff who must have spent much time compiling the information.

A full reply was received from the University of Habana, and the tabulated results are set out in Table 6 in the Statistical Appendix. As yet, no reply has been received from the Dominican Republic.

For any future survey it should be possible to collect the information more effectively. The problem is not a large one.

The general conclusion to be drawn from the use of the two data collection systems is that they performed reasonably well, they produced data which is useable and they certainly can form the basis for any future survey work.

THE RESULTS

The project had two principal objectives:

- To test the feasibility of establishing a continuing manpower forecasting system for library, information and archive work in the Caribbean.
- To produce short-term forecasts of the need for manpower.

The previous two sections have commented on the first objective. A manpower forecasting system would seem to be a feasible proposition, and the final section of this report discusses how such a system may be established. This section concentrates on the short-term forecasts which have been prepared from the data collected.

As has already been noted, the survey did not produce complete results for the Region, and the application of the model required the use of certain assumptions. Both these factors mean that it would be unwise to discuss actual numbers. It is more realistic to think in terms of proportions and ratios. When used in this way the results of the survey take on an added dimension, and, as the survey respondents are broadly representative of the countries in the Region, the conclusions can be taken to hold for the Region as a whole.

Vacant posts

The most significant finding to come from the survey is the considerable shortage of staff. This is shown most dramatically by the high proportion of posts which are vacant. A high level of vacant posts is always a clear indicator of staff shortages, and as would be expected, it is most significant for staff who require a formal qualification, or at least some form of training. Thus, it is possible to use the information contained in Table 1 in the Statistical Appendix to show that 30% of the posts for qualified staff were vacant at 31 December 1981, as were 13% of the posts for para-professionals. The problem was not so severe for clerical staff where fewer than 10% of the posts were vacant.

It is to be expected that a small proportion of all posts will be vacant at any one time as staff leave and delays occur before they are replaced, but this should seldom amount to more than 3 or 4% of the total. The high rates of vacancy revealed by the survey give cause for concern.

Change of jobs

A high proportion of vacant posts is normally associated with a high degree of turnover as staff move from one job to another. Strangely this does not appear to be the case here. In fact the rate of turnover, or mobility is lower than would be expected. 12% of professional staff changed jobs within the country in the 12 months preceding the survey. A higher proportion of para-professional staff moved - 23% - and a much lower proportion of clerical staff did so. The pattern for leaving the library and information system was similar - 3% of professional staff did so in the previous year as did 11% of the para-professionals and 2% of the clerical staff. The low figure for clerical staff is surprising as it would normally be the case that their job skills made them the most mobile group of workers in the system.

It is difficult to draw conclusions from such slight evidence, but on first glance, this high proportion of vacant posts, coupled with the relatively low turnover rate could indicate a degree of stagnation in the labour market.

Future Growth 1982

Any indications of stagnation should be dispelled by the high rates of growth predicted by the local experts. If their estimates are accurate a very rapid expansion is about to take place. The growth in the number of professional posts represents an increase of 34% on the number of such posts currently available. For para-professional staff the increase is 33% while for clerical staff it is only 13%.

It should, however be remembered that a large number of the existing posts are vacant, and it is more revealing to express the increases as proportions of the number of staff currently employed. Looked at this way there is likely to be an increase equivalent to 48% of the professional staff employed, 37% of the para-professionals and 14% of the clerical staff. Such increases, if they were to take place would place a considerable strain on available resources, as will become apparent later when we consider the recruitment and training need.

Future growth 1982 - 1986

It might be expected that the growth over a five year period would be five times as great as that predicted for one year. This was not, however the case. Overall the growth was about double that predicted for 1982. This could reveal a general slowing down in the rate of growth, on the other hand it could simply be accounted for by a natural reluctance on the part of the local experts to commit themselves too far ahead. Whatever the reason, the predicted growth in posts for the period 1982-86 represents a potential expansion of 73% of the posts for professionals (equivalent to 104% of the number of staff in post), 55% of the posts for para-professionals (63% of existing staff) and 23% of clerical posts (25.4% of existing staff).

Recruitment and training need 1982

The potential growth in the number of posts, however, reveals only part of the picture. In countries with high numbers of vacant posts the real recruitment and training need is greater than the projected growth rate would suggest. Taking the respondents together, it can be seen from Table 4 that the recruitment and training need for professional staff in 1982 is equivalent to 98% of the current labour force. The position is less severe for the other groups of staff, with the recruitment and training need for para-professionals being equivalent to 63% of the current labour force, and the figure for clerical staff being even lower at 27%.

Of all the countries responding, the highest growth rate was shown by the Dominican Republic where the library and information service, is expanding very rapidly. In the country insufficient human resources exist to fill all the vacancies which exist at present, but the situation is likely to improve at the end of this year as the first graduates emerge from the newly created library and information science school. In view of this rapid growth, and the new training institution, it is probably sensible to look at the situation which exists when the figures for the Dominican Republic ar excluded from the overall total. Taking out the Dominican Republic in this way means that the recruitment and training need for professional staff in 1982 falls to the equivalent of 71% of existing staff; for para-professional staff it falls to 42% and for clerical staff to 18%.

Even allowing for the slight bias produced by the Dominican Republic figures, the recruitment and training need is alarmingly high at the present time.

Recruitment and training need 1982-1986

The situation in the short-term is no better. Using the calculations on Table 5 it can be seen that the recruitment and training need for professional staff in the period 1982-86 is equivalent to 174% of the current labour force. Again the figures for para-professional and clerical staff are lower at 133% and 47% respectively.

Taking out the figures for the Dominican Republic improves the position slightly, bringing the recruitment and training need for professional staff down to the equivalent of 122% of existing staff, to 117% for para-professional staff and to 35% for clerical staff.

Put another way, if existing vacancies are to be filled, and if growth targets are to be achieved, it will be necessary to train or to recruit at least as many professional and para-professional staff as are currently employed.

On the surface it seems unlikely that the existing training institutions with their current capacity would be able, in the short-term, to train the required number of staff. It would therefore seem sensible, as a short-term measure, to meet the shortfall by attracting already qualified staff into the active labour force. This could be done by recuiting qualified staff from overseas, or by attracting qualified individuals who, though they live in the Region, do not, for one reason or another, work in the library, information or archives system.

Sectoral variations

It is sometimes confusing to talk only about overall figures, and it is worth looking at the information in Tables 4 and 5 to see how the recruitment and training need varies between the different sectors. There would appear to be relatively little pressure on academic and school libraries, where the recruitment and training need for professional staff, for example, is 40% and 18% of the labour force respectively in 1982 and only 70% and 118% for the period 1982-86. (If the figures for the Dominican Republic are excluded, the situation becomes much less severe).

For other sectors the position is less promising. Using the figures which exclude the Dominican Republic, there is a very high recruitment and training need for professional staff in public libraries and archives during 1982, with moderately high levels for national libraries and special libraries and information units. The position for 1982-86 is much the same.

General conclusions

The Region faces a considerable shortage of trained staff. The position is apparent now, and is likely to persist in the short-term. Such staff shortages are likely to reduce considerably the efficient operation of the library, information and archives system.

Within the overall picture there are considerable variations between countries and between different sectors of the system. Such variations should be borne in mind when planning training programmes.

In the short-term it is not likely to be possible to expand the output of the training institutions sufficiently to meet the shortfall. In view of this, consideration should be given to developing strategies which will attract back into the system those qualified staff who are not currently working in the system, and possibly individuals from abroad.

THE FUTURE

The present survey has been relatively small in scale, requiring few resources. It has, however, shown that useful results can be obtained using an unsophisticated model linked to a simple dat-collection system. There have been mistakes and errors, and the response rate was lower than expected, but there was nothing which could not be put right if a repeat of the survey was undertaken.

Throughout, the intention of the project was to initiate something which, if proved to be feasible, could carry on to produce a continuing flow of information for use in planning. If such a continuation is thought to be desirable, then it would probably be worth beginning by repeating this survey, subject of course to the necessary improvements and corrections as have been indicated, in December 1983, and only after that, to consider major improvements or increases in the level of sophistication. Such a repetition would:

- Indicate the accuracy of the forecasts and assumptions produced by this survey.
- Provide the beginnings of time series data.
- Indicate the accuracy of the growth projections made by the local experts.
- And finally, indicate the areas where increased sophistication was desirable.

Such a repetition in December 1983 would then provide the basis for a more sophisticated survey in 1985 and every two years thereafter.

For such work to have full effect, it needs to take place within the Caribbean. Only in this way can the process become fully integrated with the planning process and with the operation of the individual elements which together make up the library, information and archives system.

The work could take place within a single agency in the Caribbean, ideally one which has established contacts with each of the countries in the Region, and one which is not identifed strongly with any single element in the system. It is estimated that, for the 1983 exercise at least, no more than 2 - 3 man-months of someone's time would be required for the work or preparing the survey forms, distributing, receiving, chasing and coding the data, analysing the results, interpreting them and producing the report.

A programme for the 1983 survey, and for the run-up to the 1985 suvey would look something like this:

Summer 1982	Submission of results of 1981 survey
Autumn 1982	Distribution to local contacts, including non-respondents
Winter/Spring 1983	Meeting to discuss results, assess implications, agree a future programme, discuss non-response and nominate a host organisation
Summer/Autumn 1983	Preparatory work for 1983 survey
December 1983	Collect basic data
Spring 1984	Process and produce results
Summer 1984	Presentation and discussion of results, discussion of areas of increased sophistication, revision of model and data-collection system
Autumn 1984-Autumn 1985	Re-design of survey instruments and analysis system.
December 1985	Collect basic data.

The initial repetition in December 1983 should produce useful data, especially if it is possible to obtain a better response rate. If this is so, it would be possible to undertake a more detailed analysis of the results than was practicable with the limited response to the 1981 survey. For example, when full information on the training situation is available, it would be worth aggregating the information according to the language groupings of the Region to see whether the proportions of newly trained staff speaking the different languages correspond to to the different recruitment and training needs in the different language groups.

It would be possible to increase the detail in other ways for December 1983, but it is strongly recommended that any such changes should only be made after full consutation with those involved in the Region.

APPENDIX 1

DRAFT MANPOWER FORECASTING MODEL

SURVEY OF LIBRARY AND INFORMATION MANPOWER NEEDS IN THE CARIBBEAN

Introduction

Library and information work is labour-intensive. It is therefore important to plan carefully the use of trained personnel when considering the development of national library and information systems. Unesco has recognized this in the context of its Pilot Programme for the Coordinated Development of National Information Systems in the Caribbean, and has planned a survey of short-, medium- and long-term manpower needs for the Region. The purpose of this paper is to explore the ways in which such forecasts of need could be perpared.

The paper begins by identifying some of the characteristics of the supply of manpower and the demand for it. On the basis of these characteristics a simple forecasting model has been developed. The paper concludes with a section setting out the information which would be required to operate the model.

Characteristics of the supply of manpower

At any one time the supply of librarians and information workers is made up of two elements. First there are those who are employed, and secondly there are those who are qualified for work and who are actively seeking employment. The supply is therefore changing all the time as people get jobs, leave them and begin looking again.

The overall size of the supply will fluctuate as it is increased by the output of organisations training librarians and information workers, and reduced by people retiring, dying or moving to other occupations. Supply is therefore a stock which is subject to two flows. (See Fig 1)

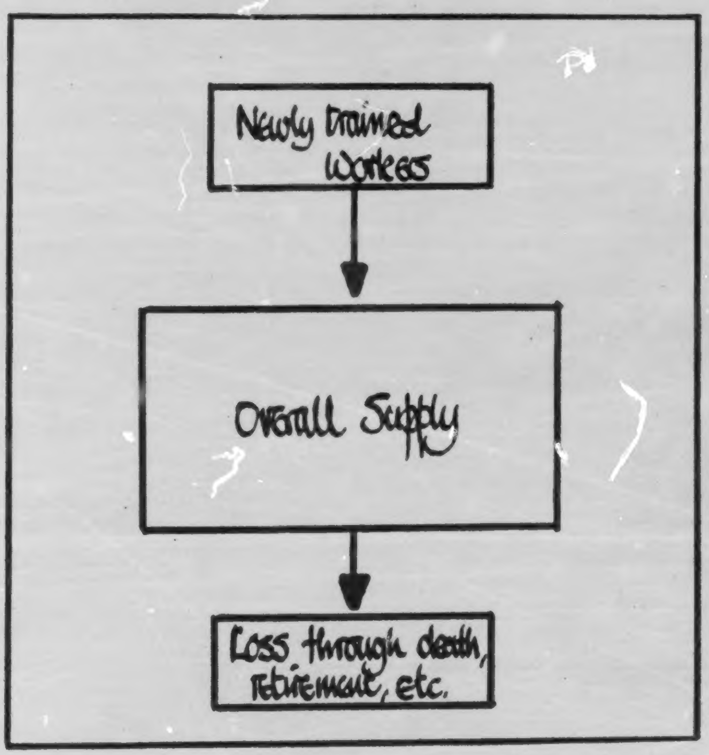
Newly trained Workers
Overall Supply
Loss through death, retirement, etc.

Fig 1 The supply

In reality the situation is a little more complex. People frequently leave library and information only to return at some later date. They may leave to try some other type of job, to bring up children, or for a number of other reasons. Not all will return to library and information work. There will, therefore, be a group of trained librarians and information workers who are neither employed in, nor seeking employment in the library and information system. This group of people is known as the latent supply. It is linked to the active supply by two flows, wastage and re-entry. (See Fig 2)

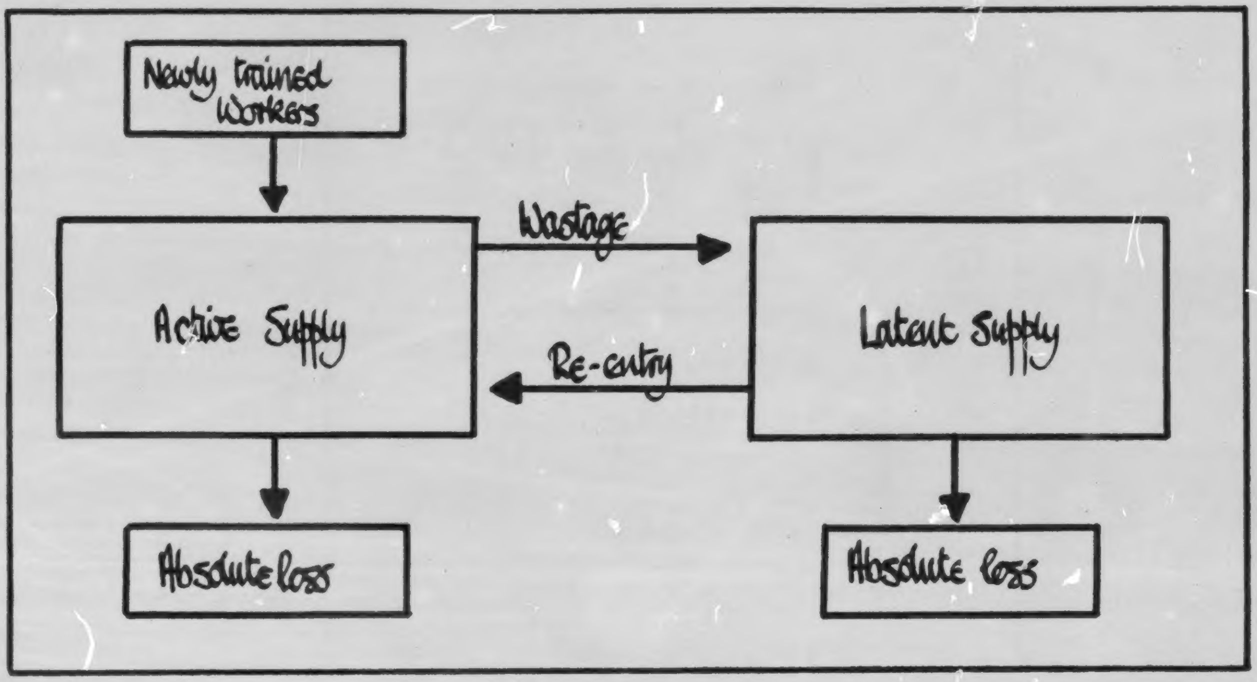

Fig 2 The active and latent supply

The size of the active supply is therefore determined by the rate at which new workers are trained, the rate of absolute loss and the rates of wastage and re-entry.

If the overall supply is not homogeneous then it may, for forecasting purposes, be necessary to sub-divide and prepare forecasts for separate groups. For example if a clear distinction is made between librarians and information workers, to the extent that it would be difficult to move from one type of work to the other without re-training, then each groups should be dealt with separately.

Supply therefore, is an homogeneous group of people employed or seeking employment in libraries or information units. It is increased by the flow of newly trained workers and by re-entrants and it is decreased by people leaving library and information work temporarily (wastage) or permanently (absolute loss). In diagrammatic terms the changes in supply over a period are shown in Fig 3.

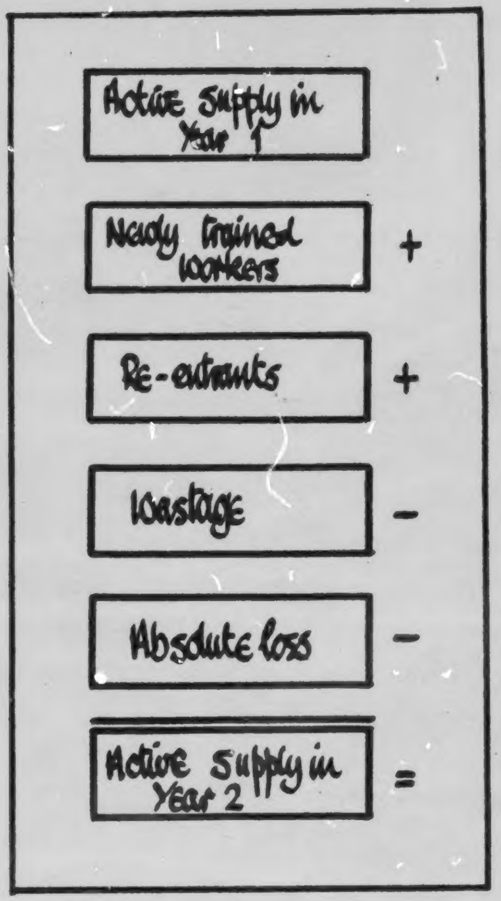
Active supply in Year 1
Newly trained workers
+
Re-entrants
+
Wastage
-
Absolute loss
-
Active supply in Year 2
=

Fig 3 Changes in supply over a period

Characteristics of demand for manpower

Demand is defined as the total number of posts available at any one time. It includes all the posts that are filled by library and information workers and those which are vacant.

Demand will consequently increase as the number of posts grows. This can result from the growth of existing library and information units or from the establishment of new units. Demand will fall when the number of posts is reduced. This is caused by internal factors such as increased productivity or the introduction of automation, or by external factors, usually the need to reduce expenditure in the light of the overall economic situation.

It is difficult to forecast demand as it is subject to so many factors which are beyond the control of the policy-makers concerned with the library and information system and which are difficult to predict. It is particularly sensitive to changes in the overall economic system and for this reason it is always necessary to look at demand in the context of the likely future development of the economy.

When developing demand forecasts it is very important to distinguish demand from need. A country may have a large need for library and information workers, but may lack the resources to translate that need into a demand. There will always be a substantial need which will not be reflected in demand forecasts.

Demand is therefore the total number of posts for librarians and information workers. The demand can be increased or decreased as a result of a number of factors, an important one of which is the overall economic situation. (See Fig 4)

Forecasts of supply and demand can be brought together to give an estimate of the recruitment and training need during a given period. This is shown in Fig 5.

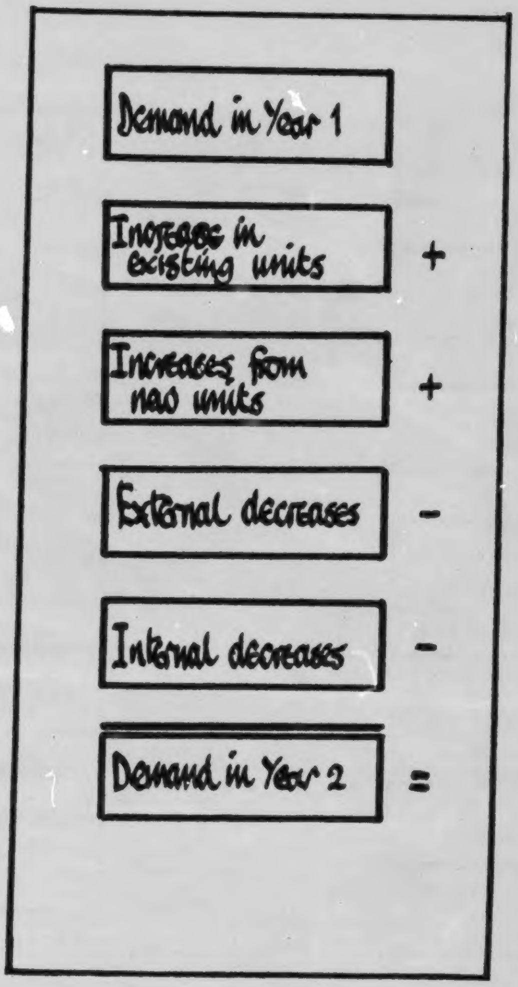
Demand in Year 1
Increases in existing units +
Increases from new units +
External decreases -
Internal decreases -
Demand in Year 2 =

Fig 4 Changes in demand

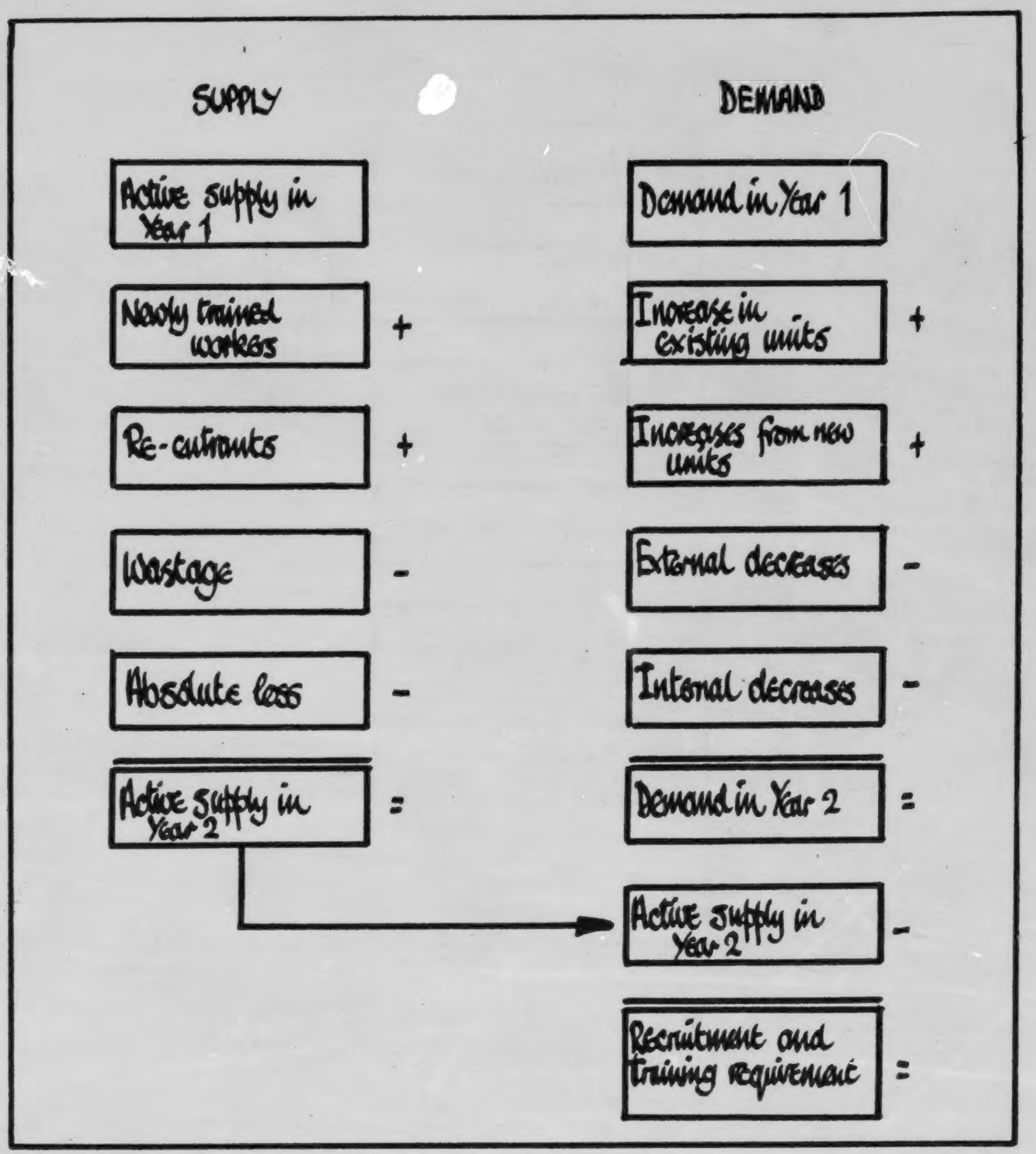
SUPPLY
DEMAND
Active supply in Year 1
Demand in Year 1
Newly trained workers
+
Increase in existing units
+
Re-entrants
+
Increases from new units
+
Wastage
-
External decreases
-
Absolute loss
-
Internal decreases
-
Active supply in Year 2
=
Demand in Year 2
=
Active supply in Year 2
-
Recruitment and training requirement
=

Fig 5 Calculating the recuitment and training need

The basic model

Having established the main characteristics of supply and demand it is a relatively simple matter to express them in an equation which can be used to prepare forecasts.

The equation for supply is as follows:

$$S_2 = S_1 + a + b - c - d$$

Where S_1 = supply at the beginning of the period
S_2 = supply at the end of the period
a = the number of workers trained in the period
b = re-entrants during the period
c = wastage during the period
d = absolute loss during the period.

Similarly the equation for demand is:

$$D_2 = D_1 + w + x - y - z$$

Where D_1 = Demand at the beginning of the period
D_2 = Demand at the end of the period
w = increases from existing units during the period
x = increases from new units created during the period
y = decreases from external factors during the period
z = decreases from internal factors during the period

The overall recruitment and training requirement = $D_2 - S_2$

Information required to operate the model

It would be possible to produce forecasts from the model using information based on estimates. The resulting forecasts would be unreliable, but would give an indication of likely future trends. Forecasts based on accurate statistics would obviously be much more reliable but they would still only give an indication of the future situation if current trends continue. As the purpose of forecasts is usually to change current trends it is unrealistic to expect forecasts to predict the future absolutuely. For this reason it is possible to produce valuable forecasts without necessarily having statistics which are 100% accurate. In fact most forecasting systems begin by using a large amount of estimated information, gradually refining their forecasts by improving the collection of statistics and thus increasing the level of accuracy.

Within this overall framework, however, it is possible to identify certain topics about which accurate information is essential. In the context of this model the critical topics concern the size of the supply and demand at the beginning of the period. This forms the basis for the whole model and it is worth spending some time and effort to get accurate statistical information.

One way of doing this would be to conduct a census of staff and posts. This census should be designed so as to give overall numbers and information on the age-structure, their qualifications and sex and on the numbers of library and information units and the jobs they contain. This information will be invaluable when producing estimates of elements such as wastage and re-entry.

The census should be repeated, probably every five years to update the information and to provide a means of checking the accuracy of previous forecasts. A census of information workers and librarians in the UK has been conducted by the Department of Education and Science, and this would provide a starting point for the development of a simplified version for the Caribbean. If it is not practicable to conduct a census, it might be possible to gather data from professional associations, national censuses and so on.

The second most important topic is the number of newly trained workers. it may be the case that all the training is undertaken by library schools, in which case it is a relatively simple matter to collect information on current output and to forecast future output on the basis of past enrolments. Again there is the basis for such a survey in work carried out by the DES.

If workers are trained by other means, then alternative methods will have to be used. It might be possible to gather the information from professional associations.

It is always difficult to gather information about wastage and re-entry. It may be possible to gather a certain amount of information from a census, but it is likely that it will be necessary to use estimates. Once two censuses have been carried out it is possible to calculate the net wastages by comparing the two sets of figures.

Absolute loss can be calculated from information about the age structure of the workforce. It is likely to be a relatively small, predictable figure.

The point has already been made that it is difficult to prepare demand forecasts because so many factors are in operation. It would be possible to obtain estimates from the heads of libraries and information units about the likely future increases and decreases. Similarly it would be possible, using generally available economic forecasts, to predict increases or decreases resulting from external factors. Such estimates would provide tentative forecasts but ones which would be subject to wide margins of error. An alternative which has been used in the UK is to set out the most favourable and the least favourable future situations, prepare appropriate demand forecasts, then to compare these with the supply forecasts. It is thus possible to say the under the most favourable conditions the recruitment and training need will be x, while under the least favourable conditions the nedd will be y. The reality should lie somewhere between the two extrmes. Until adequate data collection systems are set up, and until a number of forecasting cycles have been undertaken, it is unrealistic to expect a higher degree of accuracy than would be given by this method.

Nick Moore
January 1981

APPENDIX 2

COUNTRY QUESTIONNAIRE

KMR

KEMPSON MOORE RESEARCH
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The Barbican
London EC2Y 8DL

01-638 5325

SURVEY OF LIBRARY AND INFORMATION MANPOWER NEEDS IN THE CARIBBEAN

In the context of the pilot project for the coordinated development of information infrastructures in the Caribbean, I have been asked by Unesco to carry out a survey of the library and information manpower needs.

With your help I hope to develop a manpower forecasting system which will provide a continuing flow of information about the need for library and information manpower in the Region. I have enclosed a copy of a paper which sets out the basic thinking behind the work.

As a first step I have been asked to collect some information which will allow me to make an initial forecast. This information will also provide the foundation for the long-term forecasting system which could be operational in two or three years. You have been suggested as the most appropriate person to supply information about

I have therefore enclosed a package of papers for your use. There are two forms. The first asks for general information about the number of libraries and information units in the country and about the number of people who are known to be receiving an education or training in librarianship or information work.

The second type of form has been designed to gather information about the different types of library or information unit. You will find separate forms for public libraries, academic libraries, school libraries, national libraries, special libraries or information units, and finally a form for archive units.

Please include all the libraries and information units within the country. Some of these may be regional organisations having responsibilites throughout the Caribbean. In such cases please include in your returns all the staff who are based in

You may be able to complete the forms with information which is already available to you, or which you can collect or estimate fairly easily. If this is not the case you can use copies of the forms to collect the information. If you use the forms in this way, I would be grateful if you could collate the results onto a single sheet for each type of library or information unit.

I have also enclosed a sheet with some background information and some definitions which I hope you will find useful. The most important thing to bear in mind is that, as far as we know, this is the first time that the information will be collected, and we are trying to get an overall picture, so if the information is not available, or would be difficult to collect, please give an estimate. Once we know what the overall picture looks like we can begin to improve the accuracy.

We are aware that the situation might be quite different from one country to another, and that the form which we have designed might not be convenient for everyone. If this is so, revised forms will be used in future.

Thank you again for your cooperation. I hope that, together, we can produce something of lasting value.

Yours sincerely

Nick Moore

SURVEY OF LIBRARY AND INFORMATION MANPOWER NEEDS IN THE CARIBBEAN

Introduction

Library and information work is labour-intensive. It is therefore important to plan carefully the use of trained personnel when considering the development of national or regional library and information systems. As the use of information technology becomes more widespread it becomes even more important to ensure that there are sufficient numbers of adequately trained staff available to develop cost-effective library and information systems.

Unesco has recognised this in the context of its Pilot Project for the Coordinated Development of National Information Systems in the Caribbean, and has planned a survey or manpower needs for the Region.

The aim of this exercise is to ensure that in the short, medium and long term the supply of trained library and information manpower matches the demand for it. In particular, such a survey should help to prevent developments being held up through lack of staff. Such an exercise is obviously complex, and requires the participation of a large number of people and organisations. This note tries to show how the overall manpower planning process works and how this particular survey will operate.

The manpower planning process

Manpower planning is an essentially simple process. The first step involves the production of forecasts of the future levels of supply of and demand for manpower. The second step involves developing policies to ensure that the future levels of supply and demand are balanced.

In real life it is relatively easy to produce forecasts for the future level of supply. Once the current size of the labour force is known, and information is available on the number of people joining and leaving the labour force, it is possible to make reasonably accurate predictions. Over a period of time it is possible to improve the accuracy of the predictions and to make allowances for particular circumstances such as high levels of loss through emigration.

It is much more difficult to predict future levels of demand. The need for library and information services, and thus for librarians and information workers, is dependent on a wide variety of technical and socio-economic factors, such as technical developments, economic growth, the size of the education sector and levels of literacy. Even when a need exists, that need can only be transformed into a demand when resources become available to develop library and information services. It is almost impossible to take full account of all these variables, so alternative strategies have been developed to overcome the problem. The most common of these, and the one which has been adopted for this survey, is to work from the supply forecasts and, making use of local knowledge and expertise, to estimate likely changes in the level of demand in the light of present trends.

The way this works is that a forecast of future supply is produced which shows the number of people employed at present, the number who need to be trained to maintain the supply at its current level, and, given current training levels, the likely rate of growth. Once this information is known it is possible for policy-makers and senior librarians and information workers to look at the figures and, on the basis of their local knowledge, assess whether the future supply is likely to keep pace with demand. Any difference between the levels of supply and demand can be removed by increasing or decreasing the number of staff trained each year.

The whole process is cyclical, with the results of previous exercises providing a starting point for future cycles. As time goes on, the manpower planners understand the effects of different factors and can improve the accuracy of the forecasts.

The Caribbean survey

This survey is the first stage in the development of an overall manpower planning system for libraries and information units in the Caribbean.

The main objective is to collect information about the supply of library and information manpower and the number of people currently being trained. This information will be used to make the initial forecasts of future supply levels.

Once these initial forecasts have been prepared it will be possible to assess the extent to which the supply will match future demand. To do this it will be necessary to take each type of library or information unit in turn, look at the likely future changes in the supply of trained staff and compare this with what, on the basis of local knowledge, appears to be the likely growth in demand. It will never be possible to be absolutely precise, , and usually it is necessary to produce two forecasts, one based on the most favourable future situation, the other based on the least favourable. The future trend will almost certainly lie between these two extremes. Having carried out this exercise it will be possible to indicate the number of staff who need to be trained in order to make up the shortfall.

The experience gained in the initial data-collection exercise will also provide the basis for the design of a full manpower planning system which can operate on a continuing basis within the Region.

It is hoped that initial supply forecasts will be available early in 1982 so that consideration of them can begin as soon as possible.

Nick Moore

Nick Moore
September 1981

SURVEY OF LIBRARY AND INFORMATION MANPOWER NEEDS IN THE CARIBBEAN

Background information and definitions

This work is being carried out at the request of Unesco and is within the context of the pilot project for the coordinated development of information infrastructures in the Caribbean.

This particular survey is designed to collect information which will:

- Provide the basis for an initial forecast of library and information manpower needs

- Help in the design of an improved manpower forecasting system which is being developed for the Caribbean.

We realise that it will not be possible to provide accurate figures for all the questions asked. Where accurate statistics are not available, please give an estimate. Where estimates are given please indicate by placing an asterisk against the figure.

For example $\boxed{30}$ *

We would much rather have an estimate that was slightly wrong than have no figures at all. Also, when you are sure that the answer is zero, please put a zero in the appropriate box. Do not leave boxes blank.

As this is the first time the information will be collected in this form, it is possible that the terms or definitions will not be suitable. As it will not be easy to contact me while you are completing the forms I am afraid that you will simply have to use your own judgement. If anything does give you problems, please send me a note about it when you return the forms.

Thank you very much for your cooperation.

Definitions

An administratively separate unit is any independent library, information unit or group of libraries operated under a single director or single administration. For example, a public library under a single director will be an administratively separate unit even though it may have more than one branch library. In some cases a number of adminstratively separate units work together in a network. In such cases count them as separate units.

Professional staff are staff who have a qualification in librarianship or information work. The qualification will normally have been obtained as a result of education at postgraduate or undergraduate level. Professional staff will be responsible for administrative work such as budgetting, staff, planning, organisation and evaluation, or for professional activities such as acquisition, cataloguing, classification, indexing, reference work and so on. Most professional staff will be members of a professional association. Sometimes staff who do not have a specific qualification in librarianship or information work will occupy posts which would normally be filled with professional librarians or information workers. In such cases, count them as professional staff.

Para-professional staff are staff who have received a formal training in librarianship or information work, but who have not reached the level expected of a professional. They will not normally be eligible for full membership of a professional association.

Clerical staff are all support staff who have not undergone a formal training.

Part-time staff are staff who work fewer hours than full-time staff. In some cases the library or information unit will be staffed by people who only work part of their time in the library or information unit, spending the remainder of their time carrying out other duties. Please record these staff as part-timers.

Archives include both public and private archival agencies or repositories. Record centres should also be included here.

Special libraries or information units include government information services; industrial information centres; information retrieval systems and services; secondary information services; and agancies devoted to indexing, abstracting and consolidation activities, data-base management, reprography, micro-reproduction, etc.

GENERAL INFORMATION

1. Please give the number of administratively separate:

• Public Libraries	
• Academic Libraries	
• School Libraries	
• Special Libraries	
• National Libraries	
• Archive Units	

2. Please estimate the number of staff known to be studying for a qualification in librarianship or information work at 31 December 1981.

	In the Caribbean	Outside the Caribbean
• At postgraduate level		
• At undergraduate level		
• Non-degree courses		

COUNTRY ....

Please give your name ....

and address ....

....

....

....

When preparing manpower forecasts it is very helpful to have as much background information as possible, so if you have any annual reports or recent surveys which you think might be useful, and you could spare a copy, please could you send them to me. These can be sent by surface mail to keep down your costs.

Please return the completed forms as soon as possible, and no later than 31 January 1982. I would be grateful if you could send these by air mail, addressed to:

Nick Moore
328 Ben Jonson House
The Barbican
London EC2Y 8DL
The United Kingdom

COUNTRY ....

PUBLIC LIBRARIES

	Professional		Para-professional		Clerical	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
1. Please give the number of staff employed at 31 December 1981						
2. Please give the number of posts which are vacant at 31 December 1981						
3. We are interested in the number of staff who leave their jobs each year. Can you estimate the number of staff who have left their jobs in the last 12 months to work in other libraries or information units:						
• In this country						
• In another part of the Caribbean						
• Outside the Caribbean						
4. Can you also estimate the number of staff who have left their jobs in the last 12 months and who no longer work in a library or information unit.						
5. How many additional posts do you think are likely to be created:						
• In the next 12 months						
• In the next 5 years						

COUNTRY ....

ACADEMIC LIBRARIES

	Professional		Para-professional		Clerical	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
1. Please give the number of staff employed at 31 December 1981	☐	☐	☐	☐	☐	☐
2. Please give the number of posts which are vacant at 31 December 1981	☐	☐	☐	☐	☐	☐
3. We are interested in the number of staff who leave their jobs each year. Can you estimate the number of staff who have left their jobs in the last 12 months to work in other libraries or information units:						
• In this country	☐	☐	☐	☐	☐	☐
• In another part of the Caribbean	☐	☐	☐	☐	☐	☐
• Outside the Caribbean	☐	☐	☐	☐	☐	☐
4. Can you also estimate the number of staff who have left their jobs in the last 12 months and who no longer work in a library or information unit.	☐	☐	☐	☐	☐	☐
5. How many additional posts do you think are likely to be created:						
• In the next 12 months	☐	☐	☐	☐	☐	☐
• In the next 5 years	☐	☐	☐	☐	☐	☐

COUNTRY ....

SCHOOL LIBRARIES

	Professional		Para-professional		Clerical	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
1. Please give the number of staff employed at 31 December 1981						
2. Please give the number of posts which are vacant at 31 December 1981						
3. We are interested in the number of staff who leave their jobs each year. Can you estimate the number of staff who have left their jobs in the last 12 months to work in other libraries or information units:						
• In this country						
• In another part of the Caribbean						
• Outside the Caribbean						
4. Can you also estimate the number of staff who have left their jobs in the last 12 months and who no longer work in a library or information unit.						
5. How many additional posts do you think are likely to be created:						
• In the next 12 months						
• In the next 5 years						

COUNTRY ....

NATIONAL LIBRARIES

	Professional		Para-professional		Clerical	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
1. Please give the number of staff employed at 31 December 1981						
2. Please give the number of posts which are vacant at 31 December 1981						
3. We are interested in the number of staff who leave their jobs each year. Can you estimate the number of staff who have left their jobs in the last 12 months to work in other libraries or information units:						
• In this country						
• In another part of the Caribbean						
• Outside the Caribbean						
4. Can you also estimate the number of staff who have left their jobs in the last 12 months and who no longer work in a library or information unit.						
5. How many additional posts do you think are likely to be created:						
• In the next 12 months						
• In the next 5 years						

COUNTRY ....

SPECIAL LIBRARIES OR INFORMATION UNITS

	Professional		**Para-professional**		**Clerical**	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
1. Please give the number of staff employed at 31 December 1981	☐	☐	☐	☐	☐	☐
2. Please give the number of posts which are vacant at 31 December 1981	☐	☐	☐	☐	☐	☐
3. We are interested in the number of staff who leave their jobs each year. Can you estimate the number of staff who have left their jobs in the last 12 months to work in other libraries or information units:						
• In this country	☐	☐	☐	☐	☐	☐
• In another part of the Caribbean	☐	☐	☐	☐	☐	☐
• Outside the Caribbean	☐	☐	☐	☐	☐	☐
4. Can you also estimate the number of staff who have left their jobs in the last 12 months and who no longer work in a library or information unit.	☐	☐	☐	☐	☐	☐
5. How many additional posts do you think are likely to be created:						
• In the next 12 months	☐	☐	☐	☐	☐	☐
• In the next 5 years	☐	☐	☐	☐	☐	☐

COUNTRY ....

ARCHIVES

	Professional		Para-professional		Clerical	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
1. Please give the number of staff employed at 31 December 1981						
2. Please give the number of posts which are vacant at 31 December 1981						
3. We are interested in the number of staff who leave their jobs each year. Can you estimate the number of staff who have left their jobs in the last 12 months to work in other libraries or information units:						
• In this country						
• In another part of the Caribbean						
• Outside the Caribbean						
4. Can you also estimate the number of staff who have left their jobs in the last 12 months and who no longer work in a library or information unit.						
5. How many additional posts do you think are likely to be created:						
• In the next 12 months						
• In the next 5 years						

APPENDIX 3

TRAINING INSTITUTION'S QUESTIONNAIRE

KMR

KEMPSON MOORE RESEARCH
328 Ben Jonson House
The Barbican
London EC2Y 8DL

01-638 5325

SURVEY OF LIBRARY AND INFORMATION MANPOWER NEEDS IN THE CARIBBEAN

In the context of the pilot project for the coordinated development of information infrastructures in the Caribbean, I ahve been asked by Unesco to carry out a survey of the library and information manpower needs.

With your help I hope to develop a manpower forecasting system which will provide a continuing flow of information about the need for library and information manpower within the Region. I have enclosed a copy of a paper which sets out the basic thinking behind the work.

As a first step I have been asked to collect some information which will allow me to make an initial forecast. This information will also provide the foundation for the long-term forecasting system which could be operational in two or three years. You have been suggested as the most appropriate person to supply information about the output of qualified personnel in

I have, therefore enclosed a set of papers for your use. There are two forms. The first asks for general information about all the different courses in librarianship, information or archive work which are offered by your institution. The second form is intended to provide information on the output from each individual course for the years 1975 to 1985. I have enclosed multiple copies of this form as one should be completed for each course.

As far as we know, this is the first time that the information will be collected, and we are trying to get an overall picture, so if the information is not available, or would be difficult to collect, please give an estimate. Once we know what the overall picture looks like we can begin to improve the accuracy.

We are aware that the situation might be different from one country to another, and that the form which we have designed may not be appropriate in all cases. If this is so, then please let us know so that revised forms can be used in future. To avoid delays in translation we have produced everything in English. If this presents particular problems, let us know and we will have the forms translated for you.

Finally, I would be grateful if the forms could be returned to:
Nick Moore
328 Ben Jonson House
The Barbican
London EC2Y 8DL
United Kingdom
to arrive by the end of January 1982.

Thank you for your cooperation. I hope that, together, we can produce something of lasting value.

Yours sincerely

Nick Moore

Nick Moore

SURVEY OF LIBRARY AND INFORMATION MANPOWER NEEDS IN THE CARIBBEAN

Survey of the output of qualified personnel

NAME OF INSTITUTION ....

Please complete a separate sheet for each individual course listed on the other form. Output is defined as the number of students who successfully completed the course and who were awarded the qualification. Please show the number who were awarded the qualification in each year. For the years 1982 - 1985 please give estimates of the likely output.

TITLE OF THE COURSE ....

ACTUAL OUTPUT IN:	1975	☐	1982	☐
	1976	☐	1983	☐
	1977	☐	1984	☐
	1978	☐	1985	☐
	1979	☐		
	1980	☐		
	1981	☐		

For further information contact:

NAME ....

ADDRESS ....
....
....
....

Please return to: Nick Moore, 328 Ben Jonson House, The Barbican, London EC2Y 8DL
To arrive by the end of January 1982. Thank you.

SURVEY OF LIBRARY AND INFORMATION MANPOWER NEEDS IN THE CARIBBEAN

Survey of the output of qualified personnel

NAME OF INSTITUTION ....

Please give the following information for each of the library, information or archive courses offered by the institution. Please include any new courses which will be introduced between now and 1985. Please also include any courses which have ceased to operate since 1975.

COURSE TITLE	DURATION (in years)	QUALIFICATION AWARDED	(Where applicable) DATE	
			BEGUN	CEASED

APPENDIX 4

STATISTICAL APPENDIX

Table 1 Staff employed, vacant posts and total posts, by sector and country.

Table 2 Wastage and change of jobs, by sector and by country

Table 3 Future growth, by sector and by country

Table 4 Supply and demand 1982: the current position, by sector and by country

Table 5 Supply and demand 1982-86: the short-term forecast, by sector and by country

Table 6 Training institution's output 1975-1985, University of Havana

Country BELIZE Table 1.1

STAFF EMPLOYED, VACANT POSTS AND TOTAL POSTS AT 31 DECEMBER 1981

		Public	Academic	School	Special	National	Archives	Total
STAFF EMPLOYED						*		
Professional	FT	1						1
	PT							
Para-professional	FT	6		5	1			12
	PT							
Clerical	FT	22	3	15	2		3	45
	PT	20						20
VACANT POSTS								
Professional	FT	2					1	3
	PT							
Para-professional	FT							
	PT							
Clerical	FT	2						2
	PT	1						1
TOTAL POSTS								
Professional	FT	3					1	4
	PT							
Para-professional	FT	6		5	1			12
	PT							
Clerical	FT	24	3	15	2		3	47
	PT	21						21

* Included in the figures for the public library

FT = the number of staff working full-time, PT = the number working part-time.

Country BRITISH VIRGIN ISLANDS

Table 1.2

STAFF EMPLOYED, VACANT POSTS AND TOTAL POSTS AT 31 DECEMBER 1981

		Public	Academic	School	Special	National	Archives	Total
STAFF EMPLOYED						*		
Professional	FT	2						2
	PT						1	1
Para-professional	FT	1		1				2
	PT							
Clerical	FT	6						6
	PT	3						3
VACANT POSTS								
Professional	FT	1						1
	PT							
Para-professional	FT							
	PT							
Clerical	FT	1						1
	PT							
TOTAL POSTS								
Professional	FT	3						3
	PT						1	1
Para-professional	FT	1		1				2
	PT							
Clerical	FT	7						7
	PT	3						3

* Included in the figures for the public library

FT = the number of staff working full-time, PT = the number working part-time.

Country DOMINICA

Table 1.3

STAFF EMPLOYED, VACANT POSTS AND TOTAL POSTS
AT 31 DECEMBER 1981

		Public	Academic	School	Special	National	Archives	Total
STAFF EMPLOYED								
Professional	FT	2	1	1				4
	PT							
Para-professional	FT							
	PT							
Clerical	FT	4	5					9
	PT	1						1
VACANT POSTS								
Professional	FT	2					1	3
	PT							
Para-professional	FT							
	PT							
Clerical	FT							
	PT							
TOTAL POSTS								
Professional	FT	4	1	1			1	7
	PT							
Para-professional	FT							
	PT							
Clerical	FT	4	5					9
	PT	1						1

FT - the number of staff working full-time. PT - the number working part-time.

Country DOMINICAN REPUBLIC Table 1.4

STAFF EMPLOYED, VACANT POSTS AND TOTAL POSTS AT 31 DECEMBER 1981

		Public	Academic	School	Special	National	Archives	Total
STAFF EMPLOYED								
Professional	FT		2		5		3	10
	PT		2		3	4		9
Para-professional	FT	12	20	20	31	20	32	135
	PT			4	2			6
Clerical	FT	9	8	10	14	53	15	109
	PT		10		2			12
VACANT POSTS								
Professional	FT							
	PT							
Para-professional	FT							
	PT							
Clerical	FT							
	PT							
TOTAL POSTS								
Professional	FT		2		5		3	10
	PT		2		3	4		9
Para-professional	FT	12	20	20	31	20	32	135
	PT			4	2			6
Clerical	FT	9	8	10	14	53	15	109
	PT		10		2			12

FT = the number of staff working full-time, PT = the number working part-time.

Country GUYANA

Table 1.6

STAFF EMPLOYED, VACANT POSTS AND TOTAL POSTS AT 31 DECEMBER 1981

		Public	Academic	School *	Special	National	Archives	Total
STAFF EMPLOYED								
Professional	FT	6	15		7		2	30
	PT							
Para-professional	FT	43	61		30		5	139
	PT				2			2
Clerical	FT	6	5				4	15
	PT							
VACANT POSTS								
Professional	FT	3	5				3	11
	PT							
Para-professional	FT	2	8					10
	PT							
Clerical	FT	6	2					8
	PT							
TOTAL POSTS								
Professional	FT	9	20		7		5	41
	PT							
Para-professional	FT	45	69		30		5	149
	PT				2			2
Clerical	FT	12	7				4	23
	PT							

* Data missing

FT = the number of staff working full-time, PT = the number working part-time.

Country HAITI

Table 1.7

STAFF EMPLOYED, VACANT POSTS AND TOTAL POSTS AT 31 DECEMBER 1981

		Public	Academic	School	Special	National	Archives	Total
STAFF EMPLOYED								
Professional	FT	1	2	2	2	3		10
	PT		3		1			4
Para-professional	FT	13	12	4	16	1	8	54
	PT	7	6			1		14
Clerical	FT	11	8	4	21	2	260	306
	PT	2	2					4
VACANT POSTS								
Professional	FT							
	PT							
Para-professional	FT		1			2		3
	PT							
Clerical	FT							
	PT							
TOTAL POSTS								
Professional	FT	1	2	2	2	3		10
	PT		3		1			4
Para-professional	FT	13	13	4	16	3	8	57
	PT	7	6			1		14
Clerical	FT	11	8	4	21	2	260	306
	PT	2	2					4

FT = the number of staff working full-time, PT = the number working part-time.

Country JAMAICA

Table 1.8

STAFF EMPLOYED, VACANT POSTS AND TOTAL POSTS
AT 31 DECEMBER 1981

		Public	Academic *	School	Special	National	Archives	Total
STAFF EMPLOYED								
Professional	FT	33	34	30	38	18	3	156
	PT	2	7		4	1		14
Para-professional	FT	135	23	35	50	1	1	245
	PT		3	1	10			14
Clerical	FT	374	32	55	73	41	1	576
	PT	261	8		3			272
VACANT POSTS								
Professional	FT	57	2	1	24	9		93
	PT				6			5
Para-professional	FT	75	1		2		4	82
	PT							
Clerical	FT	89	1	6		7	5	108
	PT	31						31
TOTAL POSTS								
Professional	FT	90	36	31	62	27	3	249
	PT	2	7		9	1		19
Para-professional	FT	210	24	35	52	1	5	327
	PT		3	1	10			14
Clerical	FT	463	33	61	73	48	6	684
	PT	292	8		3			303

* Includes 28 Tertiary Institutions

FT = the number of staff working full-time, PT = the number working part-time.

Country **MONTSERRAT** Table 1.9

STAFF EMPLOYED, VACANT POSTS AND TOTAL POSTS AT 31 DECEMBER 1981

		Public	Academic	School	Special	National	Archives	Total
STAFF EMPLOYED								
Professional	FT	3						3
	PT		1		1			2
Para-professional	FT	2						2
	PT							
Clerical	FT	2						2
	PT	1	1	1	1			4
VACANT POSTS								
Professional	FT							
	PT							
Para-professional	FT							
	PT							
Clerical	FT							
	PT							
TOTAL POSTS								
Professional	FT	3						3
	PT		1		1			2
Para-professional	FT	2						2
	PT							
Clerical	FT	2						2
	PT	1	1	1	1			4

FT = the number of staff working full-time, PT = the number working part-time.

Country **ST. LUCIA** Table 1.10

STAFF EMPLOYED, VACANT POSTS AND TOTAL POSTS AT 31 DECEMBER 1981

		Public	Academic	School	Special	National	Archives	Total
STAFF EMPLOYED								
Professional	FT	1	1		3			5
	PT						1	1
Para-professional	FT		1	2				3
	PT			1	3			4
Clerical	FT	10	4		3			17
	PT	4		7	3		1	15
VACANT POSTS								
Professional	FT	2						2
	PT							
Para-professional	FT		1					1
	PT							
Clerical	FT	4						4
	PT	8						8
TOTAL POSTS								
Professional	FT	3	1		3			7
	PT						1	1
Para-professional	FT		2	2				4
	PT			1	3			4
Clerical	FT	14	4		3			21
	PT	12		7	3		1	23

FT = the number of staff working full-time, PT = the number working part-time.

Country TRINIDAD AND TOBAGO

Table 1.11

STAFF EMPLOYED, VACANT POSTS AND TOTAL POSTS AT 31 DECEMBER 1981

Information was only available for academic libraries.

		Public	Academic	School	Special	National	Archives	Total
STAFF EMPLOYED								
Professional	FT		20					20
	PT							
Para-professional	FT							
	PT							
Clerical	FT		65					65
	PT							
VACANT POSTS								
Professional	FT		2					2
	PT							
Para-professional	FT							
	PT							
Clerical	FT							
	PT							
TOTAL POSTS								
Professional	FT		22					22
	PT							
Para-professional	FT							
	PT							
Clerical	FT		65					65
	PT							

FT = the number of staff working full-time. PT = the number working part-time.

Country ALL RESPONDENTS

Table 1.12

STAFF EMPLOYED, VACANT POSTS AND TOTAL POSTS AT 31 DECEMBER 1981

		Public	Academic	School	Special	National	Archives	Total
STAFF EMPLOYED								
Professional	FT	50	75	34	57	21	8	245
	PT	2	13		9	5	2	31
Para-professional	FT	216	117	72	136	22	46	609
	PT	7	10	6	17	1		41
Clerical	FT	448	131	86	122	96	283	1166
	PT	292	21	10	9		1	333
VACANT POSTS								
Professional	FT	68	9	1	25	9	5	117
	PT				5			5
Para-professional	FT	77	11		2	2	4	96
	PT							
Clerical	FT	102	3	6		7	5	123
	PT	40						40
TOTAL POSTS								
Professional	FT	118	84	35	82	30	13	362
	PT	2	13		14	5	2	36
Para-professional	FT	293	128	72	138	24	50	705
	PT	7	10	6	17	1		41
Clerical	FT	550	134	92	122	103	288	1289
	PT	332	21	10	9		1	373

FT = the number of staff working full-time, PT = the number working part-time.

Country BELIZE

Table 2.1

WASTAGE AND CHANGE OF JOBS

	Public	Academic	School	Special	National	Archives	Total
CHANGED JOBS IN SAME COUNTRY Professional	1						1
Para-professional	1						1
Clerical							
CHANGED JOBS IN CARIBBEAN Professional							
Para-professional							
Clerical							
MOVED OUTSIDE CARIBBEAN Professional							
Para-professional							
Clerical	1						1
LEFT LIBRARY & INFORMATION WORK Professional							
Para-professional							
Clerical	3						3

Country BRITISH VIRGIN ISLANDS

Table 2.2

WASTAGE AND CHANGE OF JOBS

	Public	Academic	School	Special	National	Archives	Total
CHANGED JOBS IN SAME COUNTRY Professional							
Para-professional							
Clerical							
CHANGED JOBS IN CARIBBEAN Professional							
Para-professional							
Clerical							
MOVED OUTSIDE CARIBBEAN Professional							
Para-professional							
Clerical							
LEFT LIBRARY & INFORMATION WORK Professional							
Para-professional							
Clerical							

Country **DOMINICA**

Table 2.3

WASTAGE AND CHANGE OF JOBS

	Public	Academic	School	Special	National	Archives	Total
CHANGED JOBS IN SAME COUNTRY Professional							
Para-professional							
Clerical							
CHANGED JOBS IN CARIBBEAN Professional							
Para-professional							
Clerical							
MOVED OUTSIDE CARIBBEAN Professional							
Para-professional							
Clerical	2						2
LEFT LIBRARY & INFORMATION WORK Professional							
Para-professional							
Clerical							

Country DOMINICAN REPUBLIC Table 2.4

WASTAGE AND CHANGE OF JOBS

	Public	Academic	School	Special	National	Archives	Total
CHANGED JOBS IN SAME COUNTRY Professional		4		8	5	3	20
Para-professional	12	20	24	33	20	32	141
Clerical	9	18	10	16	53	15	121
CHANGED JOBS IN CARIBBEAN Professional							
Para-professional							
Clerical							
MOVED OUTSIDE CARIBBEAN Professional							
Para-professional							
Clerical							
LEFT LIBRARY & INFORMATION WORK Professional							
Para-professional							
Clerical	2						2

Country GRENADA Table 2.5

WASTAGE AND CHANGE OF JOBS

	Public	Academic	School	Special	National	Archives	Total
CHANGED JOBS IN SAME COUNTRY Professional	1						1
Para-professional				2			2
Clerical				2			2
CHANGED JOBS IN CARIBBEAN Professional							
Para-professional				1			1
Clerical							
MOVED OUTSIDE CARIBBEAN Professional							
Para-professional							
Clerical							
LEFT LIBRARY & INFORMATION WORK Professional							
Para-professional							
Clerical	2						2

Country GUYANA

Table 2.6

WASTAGE AND CHANGE OF JOBS

	Public	Academic	School	Special	National	Archives	Total
CHANGED JOBS IN SAME COUNTRY Professional						1	1
Para-professional	4	1					5
Clerical							
CHANGED JOBS IN CARIBBEAN Professional							
Para-professional							
Clerical							
MOVED OUTSIDE CARIBBEAN Professional		1		1			2
Para-professional							
Clerical							
LEFT LIBRARY & INFORMATION WORK Professional						1	1
Para-professional	12	8					20
Clerical		2					2

Country HAITI

Table 2.7

WASTAGE AND CHANGE OF JOBS

	Public	Academic	School	Special	National	Archives	Total
CHANGED JOBS IN SAME COUNTRY Professional							
Para-professional		1			1		2
Clerical							
CHANGED JOBS IN CARIBBEAN Professional							
Para-professional							
Clerical							
MOVED OUTSIDE CARIBBEAN Professional							
Para-professional							
Clerical							
LEFT LIBRARY & INFORMATION WORK Professional							
Para-professional	1				1		2
Clerical							

Country JAMAICA

Table 2.8

WASTAGE AND CHANGE OF JOBS

	Public	Academic	School	Special	National	Archives	Total
CHANGED JOBS IN SAME COUNTRY							
Professional	3			7	1		11
Para-professional							
Clerical							
CHANGED JOBS IN CARIBBEAN							
Professional				1			1
Para-professional							
Clerical							
MOVED OUTSIDE CARIBBEAN							
Professional				1	1		2
Para-professional		1					1
Clerical							
LEFT LIBRARY & INFORMATION WORK							
Professional	2			4		1	7
Para-professional	44	2		1			47
Clerical	7	2	7		1	1	18

Country MONTSERRAT Table 2.9

WASTAGE AND CHANGE OF JOBS

	Public	Academic	School	Special	National	Archives	Total
CHANGED JOBS IN SAME COUNTRY Professional							
Para-professional							
Clerical							
CHANGED JOBS IN CARIBBEAN Professional							
Para-professional							
Clerical							
MOVED OUTSIDE CARIBBEAN Professional							
Para-professional							
Clerical							
LEFT LIBRARY & INFORMATION WORK Professional							
Para-professional							
Clerical							

Country St. Lucia

Table 2.10

WASTAGE AND CHANGE OF JOBS

	Public	Academic	School	Special	National	Archives	Total
CHANGED JOBS IN SAME COUNTRY Professional							
Para-professional							
Clerical							
CHANGED JOBS IN CARIBBEAN Professional							
Para-professional			1				1
Clerical							
MOVED OUTSIDE CARIBBEAN Professional							
Para-professional							
Clerical							
LEFT LIBRARY & INFORMATION WORK Professional							
Para-professional			1				1
Clerical	3					1	4

Country TRINIDAD & TOBAGO Table 2.11

WASTAGE AND CHANGE OF JOBS

	Public	Academic	School	Special	National	Archives	Total
CHANGED JOBS IN SAME COUNTRY Professional							
Para-professional							
Clerical							
CHANGED JOBS IN CARIBBEAN Professional							
Para-professional							
Clerical							
MOVED OUTSIDE CARIBBEAN Professional		2					2
Para-professional							
Clerical							
LEFT LIBRARY & INFORMATION WORK Professional							
Para-professional							
Clerical		1					1

Country ALL RESPONDENTS

Table 2.12

WASTAGE AND CHANGE OF JOBS

	Public	Academic	School	Special	National	Archives	Total
CHANGED JOBS IN SAME COUNTRY							
Professional	5	4		15	6	4	34
Para-professional	17	22	24	35	21	32	151
Clerical	9	18	10	18	53	15	123
CHANGED JOBS IN CARIBBEAN							
Professional				1			1
Para-professional			1	1			2
Clerical							
MOVED OUTSIDE CARIBBEAN							
Professional		3		2	1		6
Para-professional		1					1
Clerical	3						3
LEFT LIBRARY & INFORMATION WORK							
Professional	2			4		2	8
Para-professional	57	10	1	1	1		70
Clerical	15	5	7		1	2	30

Country BELIZE

Table 3.1

FUTURE GROWTH

	Public	Academic	School	Special	National*	Archives	Total
NEW POSTS 1982							
Professional	1					2	3
Para-professional							
Clerical						1	1
NEW POSTS 1982-86							
Professional	2	3	2				7
Para-professional	3	4		2			9
Clerical	2	4		4		2	12

* Included under public library

Country **BRITISH VIRGIN ISLANDS** Table 3.2

FUTURE GROWTH

	Public	Academic	School	Special	National*	Archives	Total
NEW POSTS 1982 Professional							
Para-professional							
Clerical	2						2
NEW POSTS 1982-86 Professional	2		1			1	4
Para-professional	1						1
Clerical							

* Included under public library

Country DOMINICA

Table 3.3

FUTURE GROWTH

	Public	Academic	School	Special	National	Archives	Total
NEW POSTS 1982							
Professional							
Para-professional	1						1
Clerical	2			1			3
NEW POSTS 1982-86							
Professional	4		2	2	1		9
Para-professional	2		1	2		1	6
Clerical	10		5	3	3	2	23

Country DOMINICAN REPUBLIC

Table 3.4

FUTURE GROWTH

	Public	Academic	School	Special	National	Archives	Total
NEW POSTS 1982							
Professional	6	11	4	18	30	18	87
Para-professional	10	16	81	60	50	40	197
Clerical	15	14	20	30	70	15	164
NEW POSTS 1982-86							
Professional	15	26	25	27	40	35	168
Para-professional	30	35	35	65	60	50	265
Clerical	20	26	30	30	90	20	216

Country GRENADA

Table 3.5

FUTURE GROWTH

	Public	Academic	School	Special	National	Archives	Total
NEW POSTS 1982							
Professional				1			1
Para-professional				2			2
Clerical							
NEW POSTS 1982-86							
Professional	2		2	7			11
Para-professional	8	1	4	4			17
Clerical	4		2	2			8

Country GUYANA

Table 3.6

FUTURE GROWTH

	Public	Academic	School	Special	National	Archives	Total
NEW POSTS 1982							
Professional	7	9				3	19
Para-professional	4	8				1	13
Clerical	6	2				2	10
NEW POSTS 1982-86							
Professional	12					7	19
Para-professional	16					3	19
Clerical	3					6	9

Country HAITI

Table 3.7

FUTURE GROWTH

	Public	Academic	School	Special	National	Archives	Total
NEW POSTS 1982 Professional							
Para-professional					2		2
Clerical							
NEW POSTS 1982-86 Professional							
Para-professional	27						27
Clerical	9				1		10

Country JAMAICA

Table 3.8

FUTURE GROWTH

	Public	Academic	School	Special	National	Archives	Total
NEW POSTS 1982							
Professional				13	4	2	19
Para-professional				21	2	4	27
Clerical	11			10	3	7	31
NEW POSTS 1982-86							
Professional	2	2	6	41	6		57
Para-professional		1		52	6		59
Clerical	26	2	3	60	5		96

Country MONTSERRAT Table 3.9

FUTURE GROWTH

	Public	Academic	School	Special	National	Archives	Total
NEW POSTS 1982							
Professional	1	1	1				3
Para-professional	1						1
Clerical		1	2	2			5
NEW POSTS 1982-86							
Professional	2	1	1	1		2	7
Para-professional	2	1	1	2		1	7
Clerical	1	1	2	2		1	7

Country ST. LUCIA

Table 3.10

FUTURE GROWTH

	Public	Academic	School	Special	National	Archives	Total
NEW POSTS 1982 Professional							
Para-professional							
Clerical							
NEW POSTS 1982-86 Professional		1				1	2
Para-professional		1					1
Clerical							

Country TRINIDAD & TOBAGO

Table 3.11

FUTURE GROWTH

	Public	Academic	School	Special	National	Archives	Total
NEW POSTS 1982							
Professional		2					2
Para-professional							
Clerical							
NEW POSTS 1982-86							
Professional		5					5
Para-professional							
Clerical							

Country ALL RESPONDENTS

Table 3.12

FUTURE GROWTH

	Public	Academic	School	Special	National	Archives	Total
NEW POSTS 1982							
Professional	15	23	5	32	34	25	134
Para-professional	16	24	31	73	54	45	243
Clerical	36	17	22	43	73	25	216
NEW POSTS 1982-86							
Professional	41	38	39	78	47	46	289
Para-professional	89	43	41	117	66	55	411
Clerical	75	33	42	101	99	31	381

Country BELIZE

Table 4.1.1

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	1	0	0	0	*	0	1
MINUS Likely wastage 1982	0	0	0	0		0	0
EQUALS Supply at. 31 December 1982	1	0	0	0		0	1
DEMAND Total posts at 31 December 1981	3	0	0	0		1	4
PLUS Growth in 1982	1	0	0	0		2	3
EQUALS Demand at 31 December 1982	4	0	0	0		3	7
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	4	0	0	0		3	7
MINUS Supply at 31 December 1982	1	0	0	0		0	1
EQUALS Recruitment and training need 1982	3	0	0	0		3	6

* Included under public library

Total recruitment and training need 1982 =
6 professional staff
1 para-professional staff
8 clerical staff

Country BELIZE Table 4.1.2

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PARA-PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	6	0	5	1	*	0	12
MINUS Likely wastage 1982	0	0	0	0		0	0
EQUALS Supply at 31 December 1982	6	0	5	1		0	12
DEMAND Total posts at 31 December 1981	6	0	5	1		1	13
PLUS Growth in 1982	0	0	0	0		0	0
EQUALS Demand at 31 December 1982	6	0	5	1		1	13
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	6	0	5	1		1	13
MINUS Supply at 31 December 1982	6	0	5	1		0	12
EQUALS Recruitment and training need 1982	0	0	0	0		1	1

* Included under public library

Total recruitment and training need 1982 = 6 professional staff
1 para-professional staff
8 clerical staff

Country BELIZE Table 4.1.3.

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: CLERICAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	42	3	15	2	*	3	65
MINUS Likely wastage 1982	4	0	0	0		0	4
EQUALS Supply at 31 December 1982	38	3	15	2		3	61
DEMAND Total posts at 31 December 1981	45	3	15	2		3	68
PLUS Growth in 1982	0	0	0	0		1	1
EQUALS Demand at 31 December 1982	45	3	15	2		4	69
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	45	3	15	2		4	69
MINUS Supply at 31 December 1982	38	3	15	2		3	61
EQUALS Recruitment and training need 1982	7	0	0	0		1	8

* Included under public library

Total recruitment and training need 1982 =

6 professional staff
1 para-professional staff
8 clerical staff

Country **BRITISH VIRGIN ISLANDS** Table 4.2.1.

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: **PROFESSIONAL STAFF**

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	2	0	0	0	0	1	3
MINUS Likely wastage 1982	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1982	2	0	0	0	0	1	3
DEMAND Total posts at 31 December 1981	3	0	0	0	0	1	4
PLUS Growth in 1982	0	0	0	0	0	0	0
EQUALS Demand at 31 December 1982	3	0	0	0	0	1	4
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	3	0	0	0	0	1	4
MINUS Supply at 31 December 1982	2	0	0	0	0	1	3
EQUALS Recruitment and training need 1982	1	0	0	0	0	0	1

Total recruitment and training need 1982 = 1 professional staff
0 para-professional staff
3 clerical staff

Country BRITISH VIRGIN ISLANDS Table 4.2.2.

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PARA-PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	1	0	1	0	0	0	2
MINUS Likely wastage 1982	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1982	1	0	1	0	0	0	2
DEMAND Total posts at 31 December 1981	1	0	1	0	0	0	2
PLUS Growth in 1982	0	0	0	0	0	0	0
EQUALS Demand at 31 December 1982	1	0	1	0	0	0	2
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	1	0	1	0	0	0	2
MINUS Supply at 31 December 1982	1	0	1	0	0	0	2
EQUALS Recruitment and training need 1982	0	0	0	0	0	0	0

Total recruitment and training need 1982 =
1 professional staff
0 para-professional staff
3 clerical staff

Country BRITISH VIRGIN ISLANDS

Table 4.2.3

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: CLERICAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	9	0	0	0	0	0	9
MINUS Likely wastage 1982	0	0	0	0	0	0	0
EQUALS Supply at. 31 December 1982	9	0	0	0	0	0	0
DEMAND Total posts at 31 December 1981	10	0	0	0	0	0	10
PLUS Growth in 1982	2	0	0	0	0	0	2
EQUALS Demand at 31 December 1982	12	0	0	0	0	0	12
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	12	0	0	0	0	0	12
MINUS Supply at 31 December 1982	9	0	0	0	0	0	9
EQUALS Recruitment and training need 1982	3	0	0	0	0	0	3

Total recruitment and training need 1982 =

1 professional staff
0 para-professional staff
3 clerical staff

Country DOMINICA

Table 43.1

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	2	1	1	0	0	0	4
MINUS Likely wastage 1982	0	0	0	0	0	0	0
EQUALS Supply at. 31 December 1982	2	1	1	0	0	0	4
DEMAND Total posts at 31 December 1981	4	1	1	0	0	1	7
PLUS Growth in 1982	0	0	0	0	0	0	0
EQUALS Demand at 31 December 1982	4	1	1	0	0	1	7
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	4	1	1	0	0	1	7
MINUS Supply at 31 December 1982	2	1	1	0	0	0	4
EQUALS Recruitment and training need 1982	2	0	0	0	0	1	3

Total recruitment and training need 1982 =

3 professional staff
1 para-professional staff
5 clerical staff

Country DOMINICA

Table 4.3.2.

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PARA-PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	0	0	0	0	0	0	0
MINUS Likely wastage 1982	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1982	0	0	0	0	0	0	0
DEMAND Total posts at 31 December 1981	0	0	0	0	0	0	0
PLUS Growth in 1982	1	0	0	0	0	0	0
EQUALS Demand at 31 December 1982	1	0	0	0	0	0	0
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	1	0	0	0	0	0	1
MINUS Supply at 31 December 1982	0	0	0	0	0	0	0
EQUALS Recruitment and training need 1982	1	0	0	0	0	0	1

Total recruitment and training need 1982 :

3 professional staff
1 para-professional staff
5 clerical staff

Country DOMINICA

Table 4.3.3.

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: CLERICAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	5	5	0	0	0	0	10
MINUS Likely wastage 1982	2	0	0	0	0	0	2
EQUALS Supply at 31 December 1982	3	5	0	0	0	0	8
DEMAND Total posts at 31 December 1981	5	5	0	0	0	0	10
PLUS Growth in 1982	2	0	0	1	0	0	3
EQUALS Demand at 31 December 1982	7	5	0	1	0	0	13
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	7	5	0	1	0	0	13
MINUS Supply at 31 December 1982	3	5	0	0	0	0	8
EQUALS Recruitment and training need 1982	4	0	0	1	0	0	5

Total recruitment and training need 1982 =
3 professional staff
1 para-professional staff
5 clerical staff

Country DOMINICAN REPUBLIC

Table 4.4.1.

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	0	4	0	8	4	3	19
MINUS Likely wastage 1982	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1982	0	4	0	8	4	3	19
DEMAND Total posts at 31 December 1981	0	4	0	8	4	3	19
PLUS Growth in 1982	6	11	4	18	30	18	87
EQUALS Demand at 31 December 1982	6	15	4	26	34	21	106
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	6	15	4	26	34	21	106
MINUS Supply at 31 December 1982	0	4	0	8	4	3	19
EQUALS Recruitment and training need 1982	6	11	4	18	30	18	87

Total recruitment and training need 1982 = 87 professional staff
197 para-professional staff
166 clerical staff

Country DOMINICAN REPUBLIC

Table 4.4.2

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PARA-PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	12	20	24	33	20	32	141
MINUS Likely wastage 1982	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1982	12	20	24	33	20	32	141
DEMAND Total posts at 31 December 1981	12	20	24	33	20	32	141
PLUS Growth in 1982	10	16	31	50	50	40	197
EQUALS Demand at 31 December 1982	22	36	55	83	70	72	338
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	22	36	55	83	70	72	338
MINUS Supply at 31 December 1982	12	20	24	33	20	32	141
EQUALS Recruitment and training need 1982	10	16	31	50	50	40	197

Total recruitment and training need 1982 =

87 professional staff
197 para-professional staff
166 clerical staff

Country DOMINICAN REPUBLIC

Table 4.4.3

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: CLERICAL STAFF:

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	9	18	10	16	53	15	121
MINUS Likely wastage 1982	2	0	0	0	0	0	2
EQUALS Supply at 31 December 1982	7	18	10	16	53	15	119
DEMAND Total posts at 31 December 1981	9	18	10	16	53	15	121
PLUS Growth in 1982	15	14	20	30	70	15	164
EQUALS Demand at 31 December 1982	24	32	30	46	123	30	285
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	24	32	30	46	123	30	285
MINUS Supply at 31 December 1982	7	18	10	16	53	15	119
EQUALS Recruitment and training need 1982	17	14	20	30	70	15	166

Total recruitment and training need 1982 =
87 professional staff
197 para-professional staff
166 clerical staff

Country GRENADA

Table 4.5.1

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	1	0	1	2	0	0	4
MINUS Likely wastage 1982	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1982	1	0	1	2	0	0	4
DEMAND Total posts at 31 December 1981	2	0	1	3	0	0	6
PLUS Growth in 1982	0	0	0	1	0	0	1
EQUALS Demand at 31 December 1982	2	0	1	4	0	0	7
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	2	0	1	4	0	0	2
MINUS Supply at 31 December 1982	1	0	1	2	0	0	4
EQUALS Recruitment and training need 1982	1	0	0	2	0	0	3

Total recruitment and training need 1982 =
3 professional staff
3 para-professional staff
2 clerical staff

Country GRENADA

Table 4.52

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PARA-PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	4	1	5	8	0	0	18
MINUS Likely wastage 1982	0	0	0	1	0	0	1
EQUALS Supply at 31 December 1982	4	1	5	7	0	0	17
DEMAND Total posts at 31 December 1981	4	1	5	8	0	0	18
PLUS Growth in 1982	0	0	0	2	0	0	2
EQUALS Demand at 31 December 1982	4	1	5	10	0	0	20
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	4	1	5	10	0	0	20
MINUS Supply at 31 December 1982	4	1	5	7	0	0	17
EQUALS Recruitment and training need 1982	0	0	0	3	0	0	3

Total recruitment and training need 1982 =

3 professional staff
3 para-professional staff
2 clerical staff

Country GRENADA

Table 4.5.3.

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: CLERICAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	4	1	4	9	0	0	18
MINUS Likely wastage 1982	2	0	0	0	0	0	2
EQUALS Supply at 31 December 1982	2	1	4	9	0	0	16
DEMAND Total posts at 31 December 1981	4	1	4	9	0	0	18
PLUS Growth in 1982	0	0	0	0	0	0	0
EQUALS Demand at 31 December 1982	4	1	4	9	0	0	18
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	4	1	4	9	0	0	18
MINUS Supply at 31 December 1982	2	1	4	9	0	0	16
EQUALS Recruitment and training need 1982	2	0	0	0	0	0	2

Total recruitment and training need 1982 =
3 professional staff
3 para-professional staff
2 clerical staff

Country GUYANA

Table 4.6.1

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	6	15	*	7	0	2	30
MINUS Likely wastage 1982	0	1		1	0	0	2
EQUALS Supply at 31 December 1982	6	14		6	0	2	28
DEMAND Total posts at 31 December 1981	9	20		7	0	5	41
PLUS Growth in 1982	7	9		0	0	3	19
EQUALS Demand at 31 December 1982	16	29		7	0	8	60
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	16	29		7	0	8	60
MINUS Supply at 31 December 1982	6	14		6	0	2	28
EQUALS Recruitment and training need 1982	10	15		1	0	6	32

* Data missing

Total recruitment and training need 1982 =
32 professional staff
43 para-professional staff
20 clerical staff

Country GUYANA

Table 4.62

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PARA-PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	43	61	*	32	0	5	141
MINUS Likely wastage 1982	12	8		0	0	0	20
EQUALS Supply at 31 December 1982	31	53		32	0	5	121
DEMAND Total posts at 31 December 1981	45	69		32	0	5	151
PLUS Growth in 1982	4	8		0	0	1	13
EQUALS Demand at 31 December 1982	49	77		32	0	6	164
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	49	77		32	0	6	164
MINUS Supply at 31 December 1982	31	53		32	0	5	121
EQUALS Recruitment and training need 1982	18	24		0	0	1	43

* Data missing

Total recruitment and training need 1982 =

32 professional staff
43 para-professional staff
20 clerical staff

Country GUYANA

Table 4.63

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: CLERICAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	6	5	*	0	0	4	15
MINUS Likely wastage 1982	0	2		0	0	0	2
EQUALS Supply at 31 December 1982	6	3		0	0	4	13
DEMAND Total posts at 31 December 1981	12	7		0	0	4	23
PLUS Growth in 1982	6	2		0	0	2	10
EQUALS Demand at 31 December 1982	18	9		0	0	6	33
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	18	9		0	0	6	33
MINUS Supply at 31 December 1982	6	3		0	0	4	13
EQUALS Recruitment and training need 1982	12	6		0	0	2	20

* Data missing

Total recruitment and training need 1982 =	52 professional staff
	43 para-professional staff
	20 clerical staff

Country HAITI

Table 4.7.1

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	1	5	2	3	3	0	14
MINUS Likely wastage 1982	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1982	1	5	2	3	3	0	14
DEMAND Total posts at 31 December 1981	1	5	2	3	3	0	14
PLUS Growth in 1982	0	0	0	0	0	0	0
EQUALS Demand at 31 December 1982	1	5	2	3	3	0	14
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	1	5	2	3	3	0	14
MINUS Supply at 31 December 1982	1	5	2	3	3	0	14
EQUALS Recruitment and training need 1982	0	0	0	0	0	0	0

Total recruitment and training need 1982 =
0 professional staff
7 para-professional staff
0 clerical staff

Country HAITI

Table 4.7.2

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PARA-PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	20	18	4	16	2	8	68
MINUS Likely wastage 1982	1	0	0	0	1	0	2
EQUALS Supply at 31 December 1982	19	18	4	16	1	8	66
DEMAND Total posts at 31 December 1981	20	19	4	16	4	8	71
PLUS Growth in 1982	0	0	0	0	2	0	2
EQUALS Demand at 31 December 1982	20	19	4	16	6	8	73
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	20	19	4	16	6	8	73
MINUS Supply at 31 December 1982	19	18	4	16	1	8	66
EQUALS Recruitment and training need 1982	1	1	0	0	5	0	7

Total recruitment and training need 1982 =

0 professional staff
7 para-professional staff
0 clerical staff

Country HAITI

Table 4.7.3.

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: CLERICAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	13	10	4	21	2	260	310
MINUS Likely wastage 1982	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1982	13	10	4	21	2	260	310
DEMAND Total posts at 31 December 1981	13	10	4	21	2	260	310
PLUS Growth in 1982	0	0	0	0	0	0	0
EQUALS Demand at 31 December 1982	13	10	4	21	2	260	310
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	13	10	4	21	2	260	310
MINUS Supply at 31 December 1982	13	10	4	21	2	260	310
EQUALS Recruitment and training need 1982	0	0	0	0	0	0	0

Total recruitment and training need 1982 =
0 professional staff
7 para-professional staff
0 clerical staff

Country JAMAICA

Table 4.8.1

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	35	41	30	42	19	3	170
MINUS Likely wastage 1982	2	0	0	6	1	1	10
EQUALS Supply at 31 December 1982	33	41	30	36	18	2	160
DEMAND Total posts at 31 December 1981	92	43	31	71	28	3	268
PLUS Growth in 1982	0	0	0	13	4	2	19
EQUALS Demand at 31 December 1982	92	43	31	84	32	5	287
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	92	43	31	84	32	5	287
MINUS Supply at 31 December 1982	33	41	30	36	18	2	160
EQUALS Recruitment and training need 1982	59	2	1	48	14	3	127

Total recruitment and training need 1982 =	127 professional staff
	157 para-professional staff
	188 clerical staff

Country JAMAICA

Table 4.3.2

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PARA-PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	135	26	36	60	1	1	259
MINUS Likely wastage 1982	44	3	0	1	0	0	48
EQUALS Supply at 31 December 1982	91	23	36	59	1	1	211
DEMAND Total posts at 31 December 1981	210	27	36	62	1	5	341
PLUS Growth in 1982	0	0	0	21	2	4	27
EQUALS Demand at 31 December 1982	210	27	36	83	3	9	368
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	210	27	36	83	3	9	368
MINUS Supply at 31 December 1982	91	23	36	59	1	1	211
EQUALS Recruitment and training need 1982	119	4	0	24	2	8	157

Total recruitment and training need 1982 =

127 professional staff
157 para-professional staff
188 clerical staff

Country JAMAICA

Table 4.3.3.

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: CLERICAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	635	40	55	76	41	1	848
MINUS Likely wastage 1982	7	2	7	0	1	1	18
EQUALS Supply at 31 December 1982	628	38	48	76	40	0	830
DEMAND Total posts at 31 December 1981	755	41	61	76	48	6	987
PLUS Growth in 1982	11	0	0	10	3	7	31
EQUALS Demand at 31 December 1982	766	41	61	86	61	13	1018
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	766	41	61	86	51	13	1018
MINUS Supply at 31 December 1982	628	38	48	76	40	0	830
EQUALS Recruitment and training need 1982	138	3	13	10	11	13	188

Total recruitment and training need 1982 =

127 professional staff
157 para-professional staff
188 clerical staff

Country MONTSERRAT

Table 4.9.1

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	3	1	0	1	0	0	5
MINUS Likely wastage 1982	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1982	3	1	0	1	0	0	5
DEMAND Total posts at 31 December 1981	3	1	0	1	0	0	5
PLUS Growth in 1982	1	1	1	0	0	0	3
EQUALS Demand at 31 December 1982	4	2	1	1	0	0	8
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	4	2	1	1	0	0	8
MINUS Supply at 31 December 1982	3	1	0	1	0	0	5
EQUALS Recruitment and training need 1982	1	1	1	0	0	0	3

Total recruitment and training need 1982 =

3 professional staff
1 para-professional staff
5 clerical staff

Country MONTSERRAT

Table 4.9.2

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PARA-PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	2	0	0	0	0	0	2
MINUS Likely wastage 1982	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1982	2	0	0	0	0	0	2
DEMAND Total posts at 31 December 1981	2	0	0	0	0	0	2
PLUS Growth in 1982	1	0	0	0	0	0	1
EQUALS Demand at 31 December 1982	3	0	0	0	0	0	3
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	3	0	0	0	0	0	3
MINUS Supply at 31 December 1982	2	0	0	0	0	0	2
EQUALS Recruitment and training need 1982	1	0	0	0	0	0	1

Total recruitment and training need 1982 =

3 professional staff
1 para-professional staff
5 clerical staff

Country MONTSERRAT

Table 4.9.3

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: CLERICAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	3	1	1	1	0	0	6
MINUS Likely wastage 1982	0	0	0	0	0	0	0
EQUALS Supply at. 31 December 1982	3	1	1	1	0	0	6
DEMAND Total posts at 31 December 1981	3	1	1	1	0	0	6
PLUS Growth in 1982	0	1	2	2	0	0	5
EQUALS Demand at 31 December 1982	3	2	3	3	0	0	11
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	3	2	3	3	0	0	11
MINUS Supply at 31 December 1982	3	1	1	1	0	0	6
EQUALS Recruitment and training need 1982	0	1	2	2	0	0	5

Total recruitment and training need 1982 =
3 professional staff
1 para-professional staff
5 clerical staff

Country **ST. LUCIA** Table 4.10.1

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	1	1	0	3	0	1	6
MINUS Likely wastage 1982	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1982	1	1	0	3	0	1	6
DEMAND Total posts at 31 December 1981	3	1	0	3	0	1	8
PLUS Growth in 1982	0	0	0	0	0	0	0
EQUALS Demand at 31 December 1982	3	1	0	3	0	1	8
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	3	1	0	3	0	1	8
MINUS Supply at 31 December 1982	1	1	0	3	0	1	6
EQUALS Recruitment and training need 1982	2	0	0	0	0	0	2

Total recruitment and training need 1982 =

2 professional staff
3 para-professional staff
16 clerical staff

Country ST. LUCIA

Table 4.10.2

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PARA-PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	0	1	3	3	0	0	7
MINUS Likely wastage 1982	0	0	2	0	0	0	2
EQUALS Supply at. 31 December 1982	0	1	1	3	0	0	5
DEMAND Total posts at 31 December 1981	0	2	3	3	0	0	8
PLUS Growth in 1982	0	0	0	0	0	0	0
EQUALS Demand at 31 December 1982	0	2	3	3	0	0	8
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	0	2	3	3	0	0	8
MINUS Supply at 31 December 1982	0	1	1	3	0	0	5
EQUALS Recruitment and training need 1982	0	1	2	0	0	0	3

Total recruitment and training need 1982 =
2 professional staff
3 para-professional staff
16 clerical staff

Country ST. LUCIA

Table 4.10.3

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: CLERICAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	14	4	7	6	0	1	32
MINUS Likely wastage 1982	3	0	0	0	0	1	4
EQUALS Supply at 31 December 1982	11	4	7	6	0	0	28
DEMAND Total posts at 31 December 1981	26	4	7	6	0	1	44
PLUS Growth in 1982	0	0	0	0	0	0	0
EQUALS Demand at 31 December 1982	26	4	7	6	0	1	44
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	26	4	7	6	0	1	44
MINUS Supply at 31 December 1982	11	4	7	6	0	0	28
EQUALS Recruitment and training need 1982	15	0	0	0	0	1	16

Total recruitment and training need 1982 =

2 professional staff
3 para-professional staff
16 clerical staff

Country TRINIDAD & TOBAGO

Table 4.11.1

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981		20					20
MINUS Likely wastage 1982		2					2
EQUALS Supply at. 31 December 1982		18					18
DEMAND Total posts at 31 December 1981		22					22
PLUS Growth in 1982		2					2
EQUALS Demand at 31 December 1982		24					24
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982		24					24
MINUS Supply at 31 December 1982		18					18
EQUALS Recruitment and training need 1982		6					6

Information only available for academic libraries

Total recruitment and training need 1982 =
6 professional staff
0 para-professional staff
1 clerical staff

Country TRINIDAD & TOBAGO

Table 4.11.2

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PARA-PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981		0					0
MINUS Likely wastage 1982		0					0
EQUALS Supply at 31 December 1982		0					0
DEMAND Total posts at 31 December 1981		0					0
PLUS Growth in 1982		0					0
EQUALS Demand at 31 December 1982		0					0
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982		0					0
MINUS Supply at 31 December 1982		0					0
EQUALS Recruitment and training need 1982		0					0

Information only available for academic libraries

Total recruitment and training need 1982 =

6 professional staff
0 para-professional staff
1 clerical staff

Country TRINIDAD $ TOBAGO Table 4.11.3

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: CLERICAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981		65					65
MINUS Likely wastage 1982		1					1
EQUALS Supply at. 31 December 1982		64					64
DEMAND Total posts at 31 December 1981		65					65
PLUS Growth in 1982		0					0
EQUALS Demand at 31 December 1982		65					65
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982		65					65
MINUS Supply at 31 December 1982		64					64
EQUALS Recruitment and training need 1982		1					1

Information only available for academic libraries.

Total recruitment and training need 1982 =
6 professional staff
0 para-professional staff
1 clerical staff

Country ALL RESPONDENTS

Table 4.12.1

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	52	88	34	66	26	10	276
MINUS Likely wastage 1982	2	3	0	6	1	2	14
EQUALS Supply at 31 December 1982	50	85	34	60	25	8	262
DEMAND Total posts at 31 December 1981	120	97	35	96	35	15	398
PLUS Growth in 1982	15	23	5	32	34	25	134
EQUALS Demand at 31 December 1982	135	120	40	128	69	40	532
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	135	120	40	128	69	40	532
MINUS Supply at 31 December 1982	50	85	34	60	25	8	262
EQUALS Recruitment and training need 1982	85	35	6	68	44	32	270

Total recruitment and training need 1982 =
270 professional staff
410 para-professional staff
412 clerical staff

Country ALL RESPONDENTS

Table 4.12.2

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: PARA-PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	223	127	78	153	23	46	650
MINUS Likely wastage 1982	57	11	1	1	1	0	71
EQUALS Supply at 31 December 1982	166	116	77	152	22	46	579
DEMAND Total posts at 31 December 1981	300	138	78	155	25	50	746
PLUS Growth in 1982	16	24	31	73	54	45	243
EQUALS Demand at 31 December 1982	316	162	109	228	79	95	989
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	316	162	109	228	79	95	989
MINUS Supply at 31 December 1982	166	116	77	152	22	46	579
EQUALS Recruitment and training need 1982	150	46	32	76	57	49	410

Total recruitment and training need 1982 =

270	professional staff
410	para-professional staff
412	clerical staff

Country ALL RESPONDENTS

Table 4.12.3

SUPPLY AND DEMAND 1982: THE CURRENT POSITION: CLERICAL STAFF

	Public	Academic	School	Special	National	Archives	Total
SUPPLY Staff in post at 31 December 1981	740	152	96	131	96	284	1499
MINUS Likely wastage 1982	18	5	7	0	1	2	33
EQUALS Supply at 31 December 1982	722	147	89	131	95	282	1466
DEMAND Total posts at 31 December 1981	882	155	102	131	103	289	1662
PLUS Growth in 1982	36	17	22	43	73	25	216
EQUALS Demand at 31 December 1982	918	172	124	174	176	314	1878
RECRUITMENT AND TRAINING NEED Demand at 31 December 1982	918	172	124	174	176	314	1878
MINUS Supply at 31 December 1982	722	147	89	131	95	282	1466
EQUALS Recruitment and training need 1982	196	25	35	43	81	32	412

Total recruitment and training need 1982 =
270 professional staff
410 para-professional staff
412 clerical staff

Country BELIZE

Table 5.1.1

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	1	0	0	0	*	0	1
MINUS Likely wastage 1982-86	0	0	0	0		0	0
EQUALS Supply at 31 December 1986	1	0	0	0		0	1
DEMAND Total posts at 31 December 1981	3	0	0	0		1	4
PLUS Growth 1982-86	2	3	2	0		0	7
EQUALS Demand at 31 December 1986	5	3	2	0		1	11
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	5	3	2	0		1	11
MINUS Supply at 31 December 1986	1	0	0	0		0	1
EQUALS Recruitment and training need 1982-86	4	3	2	0		1	10

* Included under public libraries

Total recruitment and training need 1982-86 - 10 professional staff
9 para-professional staff
36 clerical staff

Country BELIZE

Table 5.1.2

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST; PARA-PROFESSIONAL

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	6	0	5	1	*	0	12
MINUS Likely wastage 1982-86	0	0	0	0		0	0
EQUALS Supply at 31 December 1986	6	0	5	1		0	12
DEMAND Total posts at 31 December 1981	6	0	5	1		0	12
PLUS Growth 1982-86	3	4	0	2		0	9
EQUALS Demand at 31 December 1986	9	4	5	3		0	21
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	9	4	5	3		0	21
MINUS Supply at 31 December 1986	6	0	5	1		0	12
EQUALS Recruitment and training need 1982-86	3	4	0	2		0	9

* Included under public library

Total recruitment and training need 1982-86 =
10 professional staff
9 para-professional staff
35 clerical staff

Country BELIZE

Table 5.1.3

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: CLERICAL STAFF

	Public	Academic	School	Special	National *	Archive	Total
SUPPLY Staff in post at 31 December 1981	42	3	15	2		3	65
MINUS Likely wastage 1982-86	20	0	0	0		0	20
EQUALS Supply at 31 December 1986	22	3	15	2		3	45
DEMAND Total posts at 31 December 1981	45	3	15	2		3	68
PLUS Growth 1982-86	2	4	0	4		2	12
EQUALS Demand at 31 December 1986	47	7	15	6		5	80
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	47	7	15	6		5	80
MINUS Supply at 31 December 1986	22	3	15	2		3	45
EQUALS Recruitment and training need 1982-86	25	4	0	4		2	35

* Included under public libraries

Total recruitment and training need 1982-86 =
10 professional staff
9 para-professional staff
35 clerical staff

Country BRITISH VIRGIN ISLANDS

Table 52.1

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	2	0	0	0	*	1	3
MINUS Likely wastage 1982-86	0	0	0	0		0	0
EQUALS Supply at 31 December 1986	2	0	0	0		1	3
DEMAND Total posts at 31 December 1981	3	0	0	0		1	4
PLUS Growth 1982-86	2	0	1	0		1	4
EQUALS Demand at 31 December 1986	5	0	1	0		2	8
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	5	0	1	0		2	8
MINUS Supply at 31 December 1986	2	0	0	0		1	3
EQUALS Recruitment and training need 1982-86	3	0	1	0		1	5

* Included in public libraries

Total recruitment and training need 1982-86 = 5 professional staff
1 para-professional staff
0 clerical staff

Country BRITISH VIRGIN ISLANDS Table 5.2.2.

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PARA-PROFESSIONAL.

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	1	0	1	0	*	0	2
MINUS Likely wastage 1982-86	0	0	0	0		0	0
EQUALS Supply at 31 December 1986	1	0	1	0		0	2
DEMAND Total posts at 31 December 1981	1	0	1	0		0	2
PLUS Growth 1982-86	1	0	0	0		0	1
EQUALS Demand at 31 December 1986	2	0	1	0		0	3
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	2	0	1	0		0	3
MINUS Supply at 31 December 1986	1	0	1	0		0	2
EQUALS Recruitment and training need 1982-86	1	0	0	0		0	1

* Included in public libraries

Total recruitment and training need 1982-86 =
5 professional staff
1 para-professional staff
6 clerical staff

Country BRITISH VIRGIN ISLANDS

Table 5.2.8

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: CLERICAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	9	0	0	0	*	0	9
MINUS Likely wastage 1982-86	0	0	0	0		0	0
EQUALS Supply at 31 December 1986	9	0	0	0		0	9
DEMAND Total posts at 31 December 1981	10	0	0	0		0	10
PLUS Growth 1982-86	0	0	0	0		0	0
EQUALS Demand at 31 December 1986	10	0	0	0		0	10
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	10	0	0	0		0	10
MINUS Supply at 31 December 1986	9	0	0	0		0	9
EQUALS Recruitment and training need 1982-86	1	0	0	0		0	1

* Included in public library

Total recruitment and training need 1982-86

5 professional staff
1 para-professional staff
[illegible] clerical staff

Country DOMINICA Table 5.3.1

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	2	1	1	0	0	0	4
MINUS Likely wastage 1982-86	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1986	2	1	1	0	0	0	4
DEMAND Total posts at 31 December 1981	4	1	1	0	0	1	7
PLUS Growth 1982-86	4	0	2	2	1	0	9
EQUALS Demand at 31 December 1986	8	1	3	2	1	1	16
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	8	1	3	2	1	1	16
MINUS Supply at 31 December 1986	2	1	1	0	0	0	4
EQUALS Recruitment and training need 1982-86	6	0	2	2	1	1	12

Total recruitment and training need 1982-86 = 12 professional staff
6 para-professional staff
33 clerical staff

Country DOMINICA

Table 5.3.2.

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PARA-PROFESSIONAL

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	0	0	0	0	0	0	0
MINUS Likely wastage 1982-86	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1986	0	0	0	0	0	0	0
DEMAND Total posts at 31 December 1981	0	0	0	0	0	0	0
PLUS Growth 1982-86	2	0	1	2	0	1	6
EQUALS Demand at 31 December 1986	2	0	1	2	0	1	6
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	2	0	1	2	0	1	6
MINUS Supply at 31 December 1986	0	0	0	0	0	0	0
EQUALS Recruitment and training need 1982-86	2	0	1	2	0	1	6

Total recruitment and training need 1982-86 = 12 professional staff
6 para-professional staff
33 clerical staff

Country DOMINICA

Table 5.3.3

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: CLERICAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	5	5	0	0	0	0	10
MINUS Likely wastage 1982-86	10	0	0	0	0	0	10
EQUALS Supply at 31 December 1986	-5	5	0	0	0	0	0
DEMAND Total posts at 31 December 1981	5	5	0	0	0	0	10
PLUS Growth 1982-86	10	0	5	3	3	2	23
EQUALS Demand at 31 December 1986	15	5	5	3	3	2	33
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	15	5	5	3	3	2	33
MINUS Supply at 31 December 1986	-5	5	0	0	0	0	0
EQUALS Recruitment and training need 1982-86	20	0	5	3	3	2	33

Total recruitment and training need 1982-86 =

12 professional staff
6 para-professional staff
33 clerical staff

Country DOMINICAN REPUBLIC

Table 5.4.1

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	0	4	0	8	4	3	19
MINUS Likely wastage 1982-86	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1986	0	4	0	8	4	3	19
DEMAND Total posts at 31 December 1981	0	4	0	8	4	3	19
PLUS Growth 1982-86	15	26	25	27	40	35	168
EQUALS Demand at 31 December 1986	15	30	25	35	44	38	187
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	15	30	25	35	44	38	187
MINUS Supply at 31 December 1986	0	4	0	8	4	3	19
EQUALS Recruitment and training need 1982-86	15	26	25	27	40	35	168

Total recruitment and training need 1982-86 = 168 professional staff
265 para-professional staff
226 clerical staff

Country DOMINICAN REPUBLIC

Table 5.4.2.

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PARA-PROFESSIONAL

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	12	20	24	33	20	32	141
MINUS Likely wastage 1982-86	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1986	12	20	24	33	20	32	141
DEMAND Total posts at 31 December 1981	12	20	24	33	20	32	141
PLUS Growth 1982-86	30	35	35	55	60	50	265
EQUALS Demand at 31 December 1986	42	55	59	88	80	82	406
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	45	55	59	88	80	82	406
MINUS Supply at 31 December 1986	12	20	24	33	20	32	141
EQUALS Recruitment and training need 1982-86	30	35	35	55	60	50	265

Total recruitment and training need 1982-86 = 168 professional staff
265 para-professional staff
226 clerical staff

Country DOMINICAN REPUBLIC

Table 5.4.3

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: CLERICAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	9	18	10	16	53	15	121
MINUS Likely wastage 1982-86	10	0	0	0	0	0	10
EQUALS Supply at 31 December 1986	-1	18	10	16	63	15	111
DEMAND Total posts at 31 December 1981	9	18	10	16	53	15	121
PLUS Growth 1982-86	20	26	30	30	80	20	216
EQUALS Demand at 31 December 1986	29	44	40	46	143	35	337
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	29	44	40	46	143	35	337
MINUS Supply at 31 December 1986	-1	18	10	16	53	15	111
EQUALS Recruitment and training need 1982-86	30	26	30	30	90	20	226

Total recruitment and training need 1982-86 = 168 professional staff
265 para-professional staff
226 clerical staff

Country GRENADA

Table 5.5.1

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	1	0	1	2	0	0	4
MINUS Likely wastage 1982-86	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1986	1	0	1	2	0	0	4
DEMAND Total posts at 31 December 1981	2	0	1	3	0	0	6
PLUS Growth 1982-86	2	0	2	7	0	0	11
EQUALS Demand at 31 December 1986	4	3	3	10	0	0	17
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	4	3	3	10	0	0	17
MINUS Supply at 31 December 1986	1	0	1	2	0	0	4
EQUALS Recruitment and training need 1982-86	3	0	2	8	0	0	13

Total recruitment and training need 1982-86 =
13 professional staff
22 para-professional staff
16 clerical staff

Country GRENADA

Table 5.5.2

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PARA-PROFESSIONAL

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	4	1	5	8	0	0	18
MINUS Likely wastage 1982-86	0	0	0	5	0	0	5
EQUALS Supply at 31 December 1986	4	1	5	3	0	0	13
DEMAND Total posts at 31 December 1981	4	1	5	8	0	0	18
PLUS Growth 1982-86	8	1	4	4	0	0	17
EQUALS Demand at 31 December 1986	12	2	9	12	0	0	35
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	12	2	9	12	0	0	35
MINUS Supply at 31 December 1986	4	1	5	3	0	0	13
EQUALS Recruitment and training need 1982-86	8	1	4	9	0	0	22

Total recruitment and training need 1982-86 :

13	professional staff
22	para-professional staff
18	clerical staff

Country GRENADA

Table 5.5.3

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: CLERICAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	4	1	4	9	0	0	18
MINUS Likely wastage 1982-86	10	0	0	0	0	0	10
EQUALS Supply at 31 December 1986	-6	1	4	9	0	0	8
DEMAND Total posts at 31 December 1981	4	1	4	9	0	0	18
PLUS Growth 1982-86	4	0	2	2	0	0	8
EQUALS Demand at 31 December 1986	8	1	6	11	0	0	26
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	8	1	6	11	0	0	26
MINUS Supply at 31 December 1986	-6	1	4	9	0	0	8
EQUALS Recruitment and training need 1982-86	14	0	2	2	0	0	18

Total recruitment and training need 1982-86 = 15 professional staff
22 para-professional staff
18 clerical staff

Country GUYANA

Table 5.6.1

SUPPLY AND DEMAND 1982-86. THE SHORT-TERM FORECAST: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	6	15	*	7	0	2	30
MINUS Likely wastage 1982-86	0	5		5	0	0	10
EQUALS Supply at 31 December 1986	6	10		2	0	2	20
DEMAND Total posts at 31 December 1981	9	20		7	0	5	41
PLUS Growth 1982-86	12	0		0	0	7	19
EQUALS Demand at 31 December 1986	21	20		7	0	12	60
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	21	20		7	0	12	60
MINUS Supply at 31 December 1986	6	10		2	0	2	20
EQUALS Recruitment and training need 1982-86	15	10		5	0	10	40

* Data missing

Total recruitment and training need 1982-86 = 40 professional staff
129 para-professional staff
27 clerical staff

Country GUYANA

Table 5.6.2

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PARA-PROFESSIONAL

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	43	61	*	32	0	5	141
MINUS Likely wastage 1982-86	60	40		0	0	0	100
EQUALS Supply at 31 December 1986	-17	21		32	0	5	41
DEMAND Total posts at 31 December 1981	45	69		32	0	5	151
PLUS Growth 1982-86	16	0		0	0	3	19
EQUALS Demand at 31 December 1986	61	69		32	0	8	170
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	61	69		32	0	8	170
MINUS Supply at 31 December 1986	-17	21		32	0	5	41
EQUALS Recruitment and training need 1982-86	78	48		0	0	3	129

* Data missing

Total recruitment and training need 1982-86 - 40 professional staff
129 para-professional staff
27 clerical staff

Country GUYANA

Table 5.6.3

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: CLERICAL-STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	6	5	*	0	0	4	15
MINUS Likely wastage 1982-86	0	10		0	0	0	10
EQUALS Supply at 31 December 1986	6	-5		0	0	4	5
DEMAND Total posts at 31 December 1981	12	7		0	0	4	23
PLUS Growth 1982-86	3	0		0	0	6	9
EQUALS Demand at 31 December 1986	15	7		0	0	10	32
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	15	7		0	0	10	32
MINUS Supply at 31 December 1986	6	-5		0	0	4	5
EQUALS Recruitment and training need 1982-86	9	12		0	0	6	27

* Data missing

Total recruitment and training need 1982-86 = 40 professional staff

129 para-professional staff

27 clerical staff

Country HAITI

Table 5.7.1

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	1	5	2	3	3	0	14
MINUS Likely wastage 1982-86	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1986	1	5	2	3	3	0	14
DEMAND Total posts at 31 December 1981	1	5	2	3	3	0	14
PLUS Growth 1982-86	0	0	0	0	0	0	0
EQUALS Demand at 31 December 1986	1	5	2	3	3	0	14
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	1	5	2	3	3	0	14
MINUS Supply at 31 December 1986	1	5	2	3	3	0	14
EQUALS Recruitment and training need 1982-86	0	0	0	0	0	0	0

Total recruitment and training need 1982-86 =
0 professional staff
40 para-professional staff
10 clerical staff

Country HAITI

Table 5.7.2

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PARA-PROFESSIONAL

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	20	18	4	16	2	8	68
MINUS Likely wastage 1982-86	5	0	0	0	5	0	10
EQUALS Supply at 31 December 1986	15	18	4	16	-3	8	58
DEMAND Total posts at 31 December 1981	20	19	4	16	4	8	71
PLUS Growth 1982-86	27	0	0	0	0	0	27
EQUALS Demand at 31 December 1986	47	19	4	16	4	8	98
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	47	19	4	16	4	8	98
MINUS Supply at 31 December 1986	15	18	4	16	-3	8	58
EQUALS Recruitment and training need 1982-86	32	1	0	0	7	0	40

Total recruitment and training need 1982-86 = 0 professional staff
40 para-professional staff
10 clerical staff

Country HAITI Table 5.7.3

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: CLERICAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	13	10	4	21	2	260	310
MINUS Likely wastage 1982-86	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1986	13	10	4	21	2	260	310
DEMAND Total posts at 31 December 1981	13	10	4	21	2	260	310
PLUS Growth 1982-86	9	0	0	0	1	0	10
EQUALS Demand at 31 December 1986	22	10	4	21	3	260	320
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	22	10	4	21	3	260	320
MINUS Supply at 31 December 1986	13	10	4	21	2	260	310
EQUALS Recruitment and training need 1982-86	9	0	0	0	1	0	10

Total recruitment and training need 1982-86 =
0 professional staff
40 para-professional staff
10 clerical staff

Country JAMAICA

Table 5.31

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	35	41	30	42	19	3	170
MINUS Likely wastage 1982-86	10	0	0	30	5	5	50
EQUALS Supply at 31 December 1986	25	41	30	12	14	-2	120
DEMAND Total posts at 31 December 1981	92	43	31	71	28	3	268
PLUS Growth 1982-86	2	2	6	41	6	0	57
EQUALS Demand at 31 December 1986	94	45	37	112	34	3	325
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	94	45	37	112	34	3	325
MINUS Supply at 31 December 1986	25	41	30	12	14	-2	120
EQUALS Recruitment and training need 1982-86	69	4	7	100	20	5	205

Total recruitment and training need 1982-86 = 205 professional staff
361 para-professional staff
325 clerical staff

Country JAMAICA

Table 5.8.2

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST; PARA-PROFESSIONAL

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	135	26	36	60	1	1	259
MINUS Likely wastage 1982-86	220	15	0	5	0	0	240
EQUALS Supply at 31 December 1986	-85	11	36	55	1	1	19
DEMAND Total posts at 31 December 1981	210	27	36	62	1	5	341
PLUS Growth 1982-86	0	1	0	52	6	0	59
EQUALS Demand at 31 December 1986	210	28	36	114	7	5	400
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	210	28	36	114	7	5	400
MINUS Supply at 31 December 1986	-85	11	36	65	1	1	19
EQUALS Recruitment and training need 1982-86	295	17	0	59	6	4	381

Total recruitment and training need 1982-86 = 205 professional staff
381 para-professional staff
325 clerical staff

Country JAMAICA Table 5.83

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: CLERICAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	635	40	55	76	41	1	848
MINUS Likely wastage 1982-86	35	10	35	0	5	5	90
EQUALS Supply at 31 December 1986	600	30	20	76	36	-4	758
DEMAND Total posts at 31 December 1981	755	41	61	76	48	6	987
PLUS Growth 1982-86	26	2	3	60	5	0	96
EQUALS Demand at 31 December 1986	781	43	64	136	53	6	1083
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	781	43	64	136	53	6	1083
MINUS Supply at 31 December 1986	600	30	20	76	36	-4	758
EQUALS Recruitment and training need 1982-86	181	13	44	60	17	10	325

Total recruitment and training need 1982-86 = 205 professional staff
861 para-professional staff
325 clerical staff

Country MONTSERRAT

Table 5.9.1

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	3	1	0	1	0	0	5
MINUS Likely wastage 1982-86	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1986	3	1	0	1	0	0	5
DEMAND Total posts at 31 December 1981	3	1	0	1	0	0	5
PLUS Growth 1982-86	2	1	1	1	0	2	7
EQUALS Demand at 31 December 1986	5	2	1	2	0	2	12
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	5	2	1	2	0	2	12
MINUS Supply at 31 December 1986	3	1	0	1	0	0	5
EQUALS Recruitment and training need 1982-86	2	1	1	1	0	2	7

Total recruitment and training need 1982-86 = 7 professional staff
7 para-professional staff
7 clerical staff

Country MONTSERRAT

Table 5.9.2

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PARA-PROFESSIONAL

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	2	0	0	0	0	0	2
MINUS Likely wastage 1982-86	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1986	2	0	0	0	0	0	2
DEMAND Total posts at 31 December 1981	2	0	0	0	0	0	2
PLUS Growth 1982-86	2	1	1	2	0	1	7
EQUALS Demand at 31 December 1986	4	1	1	2	0	1	9
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	4	1	1	2	0	1	9
MINUS Supply at 31 December 1986	2	0	0	0	0	0	2
EQUALS Recruitment and training need 1982-86	2	1	1	2	0	1	7

Total recruitment and training need 1982-86 =
7 professional staff
7 para-professional staff
7 clerical staff

Country MONTSERRAT

Table 5.03

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: CLERICAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	3	1	1	1	0	0	6
MINUS Likely wastage 1982-86	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1986	3	1	1	1	0	0	6
DEMAND Total posts at 31 December 1981	3	1	1	1	0	0	6
PLUS Growth 1982-86	1	1	2	2	0	1	7
EQUALS Demand at 31 December 1986	4	2	3	3	0	1	13
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	4	2	3	3	0	1	13
MINUS Supply at 31 December 1986	3	1	1	1	0	0	6
EQUALS Recruitment and training need 1982-86	1	1	2	2	0	1	7

Total recruitment and training need 1982-86 = 7 professional staff
7 para-professional staff
7 clerical staff

Country ST. LUCIA

Table 5.10.1

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	1	1	0	3	0	1	6
MINUS Likely wastage 1982-86	0	0	0	0	0	0	0
EQUALS Supply at 31 December 1986	1	1	0	3	0	1	6
DEMAND Total posts at 31 December 1981	3	1	0	3	0	1	8
PLUS Growth 1982-86	0	1	0	0	0	1	2
EQUALS Demand at 31 December 1986	3	2	0	3	0	2	10
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	3	2	0	3	0	2	10
MINUS Supply at 31 December 1986	1	1	0	3	0	1	6
EQUALS Recruitment and training need 1982-86	2	1	0	0	0	1	4

Total recruitment and training need 1982-86 = 4 professional staff
12 para-professional staff
32 clerical staff

Country ST. LUCIA Table 5.10.2

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PARA-PROFESSIONAL

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	0	1	3	3	0	0	7
MINUS Likely wastage 1982-86	0	0	10	0	0	0	10
EQUALS Supply at 31 December 1986	0	1	-7	3	0	0	-3
DEMAND Total posts at 31 December 1981	0	2	3	3	0	0	8
PLUS Growth 1982-86	0	1	0	0	0	0	1
EQUALS Demand at 31 December 1986	0	3	3	3	0	0	9
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	0	3	3	3	0	0	9
MINUS Supply at 31 December 1986	0	1	-7	3	0	0	-3
EQUALS Recruitment and training need 1982-86	0	2	10	0	0	0	12

Total recruitment and training need 1982-86 = 4 professional staff
12 para-professional staff
82 clerical staff

Country ST. LUCIA

Table 5.10.3

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: CLERICAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	14	4	7	6	0	1	32
MINUS Likely wastage 1982-86	15	0	0	0	0	5	20
EQUALS Supply at 31 December 1986	-1	4	7	6	0	-4	12
DEMAND Total posts at 31 December 1981	26	4	7	6	0	1	44
PLUS Growth 1982-86	0	0	0	0	0	0	0
EQUALS Demand at 31 December 1986	26	4	7	6	0	1	44
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	26	4	7	6	0	1	44
MINUS Supply at 31 December 1986	-1	4	7	6	0	-4	12
EQUALS Recruitment and training need 1982-86	27	0	0	0	0	5	32

Total recruitment and training need 1982-86 =
4 professional staff
12 para-professional staff
32 clerical staff

Country TRINIDAD & TOBAGO

Table 5.11.1

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981		20					20
MINUS Likely wastage 1982-86		10					10
EQUALS Supply at 31 December 1986		10					10
DEMAND Total posts at 31 December 1981		22					22
PLUS Growth 1982-86		5					27
EQUALS Demand at 31 December 1986		27					27
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986		27					27
MINUS Supply at 31 December 1986		10					10
EQUALS Recruitment and training need 1982-86		17					17

Information only available for academic libraries

Total recruitment and training need 1982-86 = 17 professional staff
0 para-professional staff
5 clerical staff

Country TRINIDAD & TOBAGO Table 5.11.2

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PARA-PROFESSIONAL

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981		0					0
MINUS Likely wastage 1982-86		0					0
EQUALS Supply at 31 December 1986		0					0
DEMAND Total posts at 31 December 1981		0					0
PLUS Growth 1982-86		0					0
EQUALS Demand at 31 December 1986		0					0
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986		0					0
MINUS Supply at 31 December 1986		0					0
EQUALS Recruitment and training need 1982-86		0					0

Information only available for academic libraries

Total recruitment and training need 1982-86 =
17 professional staff
0 para-professional staff
5 clerical staff

Country TRINIDAD & TOBAGO

Table 5.11.3

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: CLERICAL STAFF:

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981		65					65
MINUS Likely wastage 1982-86		5					5
EQUALS Supply at 31 December 1986		60					60
DEMAND Total posts at 31 December 1981		65					65
PLUS Growth 1982-86		0					0
EQUALS Demand at 31 December 1986		65					65
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986		65					65
MINUS Supply at 31 December 1986		60					60
EQUALS Recruitment and training need 1982-86		5					5

Information only available for academic libraries

Total recruitment and training need 1982-86 = 17 professional staff
0 para-professional staff
5 clerical staff

Country ALL RESPONDENTS

Table 5.12.1

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PROFESSIONAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	52	88	34	66	26	10	276
MINUS Likely wastage 1982-86	10	15	0	30	5	10	70
EQUALS Supply at 31 December 1986	42	73	34	36	21	0	206
DEMAND Total posts at 31 December 1981	120	97	35	96	35	15	398
PLUS Growth 1982-86	41	38	39	78	47	46	289
EQUALS Demand at 31 December 1986	161	135	74	174	82	61	687
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	161	135	74	174	82	61	687
MINUS Supply at 31 December 1986	42	73	34	36	21	0	206
EQUALS Recruitment and training need 1982-86	119	62	40	138	61	61	481

Total recruitment and training need 1982-86 = 481 professional staff
862 para-professional staff
709 clerical staff

Country ALL RESPONDENTS. Table 5.12.2

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST: PARA-PROFESSIONAL

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	223	127	78	153	23	46	650
MINUS Likely wastage 1982-86	285	55	5	5	5	0	355
EQUALS Supply at 31 December 1986	-62	72	73	148	18	46	295
DEMAND Total posts at 31 December 1981	300	138	78	155	25	50	746
PLUS Growth 1982-86	89	43	41	117	66	55	411
EQUALS Demand at 31 December 1986	389	181	119	272	91	105	1157
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	389	181	119	272	91	105	1157
MINUS Supply at 31 December 1986	-62	72	73	148	18	46	295
EQUALS Recruitment and training need 1982-86	451	109	46	124	73	59	862

Total recruitment and training need 1982-86 = 481 professional staff
862 para-professional staff
709 clerical staff

Country ALL RESPONDENTS

Table 5.12.3

SUPPLY AND DEMAND 1982-86: THE SHORT-TERM FORECAST CLERICAL STAFF

	Public	Academic	School	Special	National	Archive	Total
SUPPLY Staff in post at 31 December 1981	740	152	96	131	96	284	1499
MINUS Likely wastage 1982-86	90	25	35	0	5	10	165
EQUALS Supply at 31 December 1986	650	127	61	131	91	274	1334
DEMAND Total posts at 31 December 1981	882	155	102	131	103	289	1662
PLUS Growth 1982-86	75	33	42	101	99	31	381
EQUALS Demand at 31 December 1986	957	188	144	232	202	320	2043
RECRUITMENT AND TRAINING NEED Demand at 31 December 1986	957	188	144	232	202	320	2043
MINUS Supply at 31 December 1986	650	127	61	131	91	274	1334
EQUALS Recruitment and training need 1982-86	307	61	83	101	111	46	709

Total recruitment and training need 1982-86 = 481 professional staff
862 para-professional staff
709 clerical staff